

Sales MANAGEMENT



JAMES W. ALSDORF: Cory Corp.'s 33-year-old president: He's shooting for an \$8,500,000 volume in '47.

POLICY CHANGES THAT ZOOMED THE SALE OF CORY COFFEE MAKERS

SEE PAGE 37



Money burns holes in their pockets in REDBOOK, New Jersey!

And there's nearly \$223,000,000 of Redbook family income, after taxes, in New Jersey.

Small wonder that they spend nearly \$40,000,000 for food.

Apparently they simply can't get by a drug store without seeing something they want — over \$4,000,000 spent that way.

Their tongues are hanging out for

new cars, tires, refrigerators, furniture and floor coverings. They're burning up 26 million gallons of gas in their present cars.

And the \$116 pro-rata page rate to reach every Redbook home in New Jersey is low. Imagine being able to hit them 12 times for \$1,392—50,000 homes with \$223 million burning for action! A market like that rates a place on your advertising list.

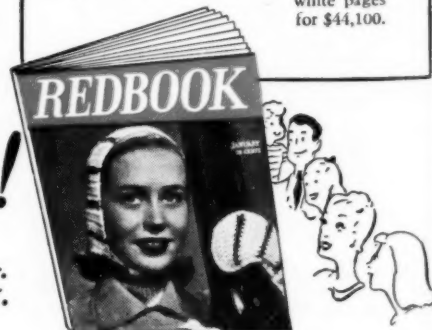
**YOU HAVE TO LIKE A SHOW
TO PAY \$4,000,000
TO SEE IT!**

That's how excited 1,650,000 up-and-coming young families are about the Redbook National Show. And they're pretty interesting to national advertisers because they have \$6,000,000,000 left after taxes—and they spend it. Tell them about your product 12 times a year in full black and white pages for \$44,100.

**HIT EM WHERE
THEY LIVE.
.....IN**

REDBOOK, U.S.A.!

Send for the Redbook State-by-State analysis of family buying power.
Write or phone Redbook, 444 Madison Ave., New York 22, N. Y.



Bus. Adm.
Fax



In Philadelphia — nearly everybody reads The Bulletin

JANUARY 1, 1947

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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STRIKES!
STRIKES!!
STRIKES!!!

not Labor Courts?

Senator Homer Ferguson tells why labor disputes should be settled like other disputes—in court

The 80th Congress is convening. Ninety-six U.S. senators and 435 U.S. representatives are charged with the paramount problem of rescuing 142 million Americans from the danger of economic paralysis due to strikes in basic industries. And Senator Homer Ferguson will be in there fighting for legislation to set up Labor Courts to settle such disputes. *How*

would Labor Courts function? Are Labor Courts the right serum with which to immunize our industries against crippling interruptions of production? Would Labor Courts mean compulsory arbitration? In the current issue of *The American Magazine*, Senator Ferguson gives you the *how* and the *why*. As a member of the Senate Judiciary Committee, and after 13 years on the bench, Senator Ferguson speaks with authority. See whether *you* agree with his plan in the February *American Magazine*.

HOW TO COURT VOTERS

When important people (like Senator Ferguson) have something important to say (like his plan for industrial peace) they turn to *The American Magazine*.

For new legislation needs the voters' support—and *The American Magazine's* two and a half million families are the kind who vote and who *influence* votes. These 2,500,000 families, men and women, are *alert*—alert to *problems*, alert to *products*.

Dollar for dollar, page for page, *no other* magazine can match the multimillion circulation delivered by . . .

The
American
Magazine

The Human Side

HOW TO INFLUENCE KIDS

The F. A. O. Schwartz toy store in New York discovered that it's not necessary to have a clown handing out lollypops through a hole in its windows to entice small fry into the store. If there were some sort of Hooperating available to evaluate entertainment for kids, the Schwartz windows would probably have a 10 rating. If you've ever tried to ease Junior past one of them you'll have discovered the fact for yourself. What's really remarkable about these windows is that the displays are achieved without props or materials—the toys themselves make the show.

Hand an accolade then, to the guiding genius behind these displays. His name—C. Richard Nell. "Dick" Nell gets his effects with a drawing pencil and a double dose of imagination. Dick, after years of personal research (mostly in front of his own windows) has discovered what appeals to children and he makes Schwartz's merchandise do its own selling simply by clever arrangements. (Lucky is the publisher who can get Dick to build a display around a children's book. There's more than a good chance that it will be duplicated on the road, in windows throughout the country.)

Now Dick is making more news. Some of his talent and time will be available to other retailers. As a sideline he's gone into the business of manufacturing nursery murals. His number one customer—F. A. O. Schwartz! Schwartz also has the exclusive rights to the line in Manhattan, but other stores from Brooklyn to California are also jumping on the Nell train. Even paint stores are handling them, and Dick is seeking other types of outlets.

Ever since Dick went to work for Schwartz, some 12 years ago, the store has been besieged with customers



RURAL MURAL . . . for the Light-of-Your-Life's bedroom.

who wanted to buy the display cut-outs he used in the windows. Sometimes the store sold them, but only as an accommodation, and without enthusiasm. This went on for so long that the store decided it might as well feature what had crept up to the status of a regular line anyway. Direct mail, some 20,000 pieces of it, went out to store patrons, and the murals were displayed with signs to inform people that the service was available. It didn't take long for so many orders to come in that Dick had trouble doing his own display work.

Things, said the Schwartz people with an amen from Dick, couldn't go on that way. Dick discovered a way of reproducing the murals through a silk-screen process. With Schwartz passing its blessings, Dick got himself a partner to handle the marketing of the murals. Then an office for the mural business, Dick Nell, Inc., was opened. Four standardized designs are being sold, each packaged separately and retailing at five dollars.

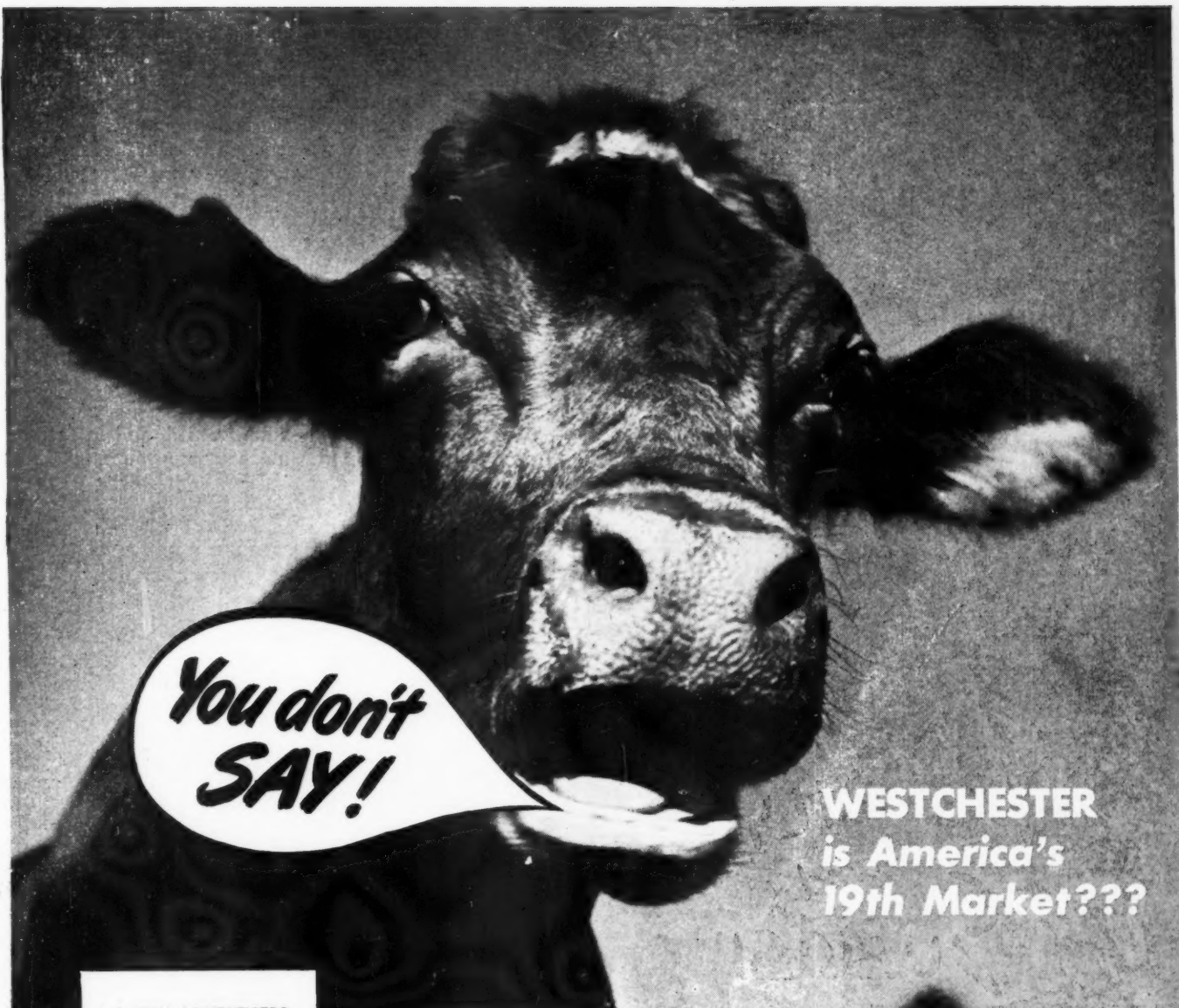
Even though he's new at manufacturing Dick is handling things like a veteran in business. His package, to show you what we mean, is a cardboard tube around which the cutout is wrapped. The wallpaper paste, for applying the mural, is inside the tube. There's also a color identification system—the labels for all four designs are similar except for color and group number. By this simple expedient each package sells the entire line since it carries pictures of all four designs. (By the way—the designs are Mistress Mary, Little Bo-Peep, Jack Be Nimble and Little Boy Blue.) Directions for making your little one's nursery the showplace of her group are in the label.

You might order one—if you think the nursery floor can stand the wear and tear resulting from the patter of little feet on Tours of Inspection.

NO FLIES ON THE BUNNELLS

The Bunnell sisters, Ardith and Irene, of Portland, Oregon, looked us straight in the eye and informed us that there are no flies on them. Pressed for an additional statement they admitted that there are *plenty* on their customers. Don't get them wrong. They *like* their customers—what's more the customers are perfectly happy in spite of being fly-laden. It's this way—the Bunnell girls make super de luxe fishing flies!

Back in 1922 Ardith and Irene scraped the acquaintance of a Scotsman who was so fresh from his native heather he still gave off a faint aroma. This Scot made superior fishing flies for his own amazement. Scotch fish, it seems, are as wily and careful as the lads who go after them. So Scotsmen, from time immemorial have made their own fishing flies, fashioning them with such duplicity and loving care that it takes a braw, canny fish to tell the difference. But to get back to Ardith and Irene, they turned on the charm and wormed all of the gentleman's secrets away from him. It wasn't long before the girls found that they could teach their visiting friend a couple of new knots.



**You don't
SAY!**

**WESTCHESTER
is America's
19th Market???**

**A FEW ADVERTISERS
WHO HAVE CASHED IN
ON THE RICH
WESTCHESTER MARKET:**

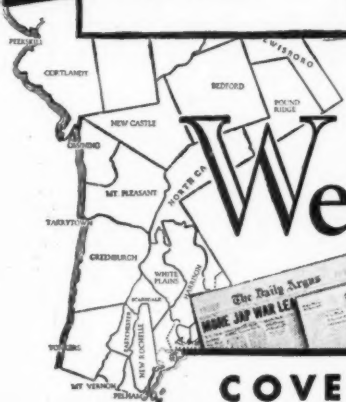
Duff's Mix
Wonder Bread
Wheatena
Ehler's Coffee
Sunsweet Prunes
National Biscuit Products
Salada Tea
Best Foods Mustard
Breyer's Ice Cream
Libby Baby Foods

How can Westchester help being among the 19 most important markets in America? The average family income is \$5,125!* After they have paid their taxes, they still have \$743,000,000 left to spend.

In 1945 they spent over \$121,000,000 just for food. Drug store sales amounted to \$13,500,000. And the cultivation of this free-spending market is one of the real set-ups of advertising—you can reach 70% of these prosperous families regularly through the Westchester Newspapers—one order—one plate—one bill! No wonder that the smart advertisers are doing such a job in this responsive market.

* Sales Management Survey of Buying Power 1946

Represented Nationally by the KELLY-SMITH COMPANY • New York

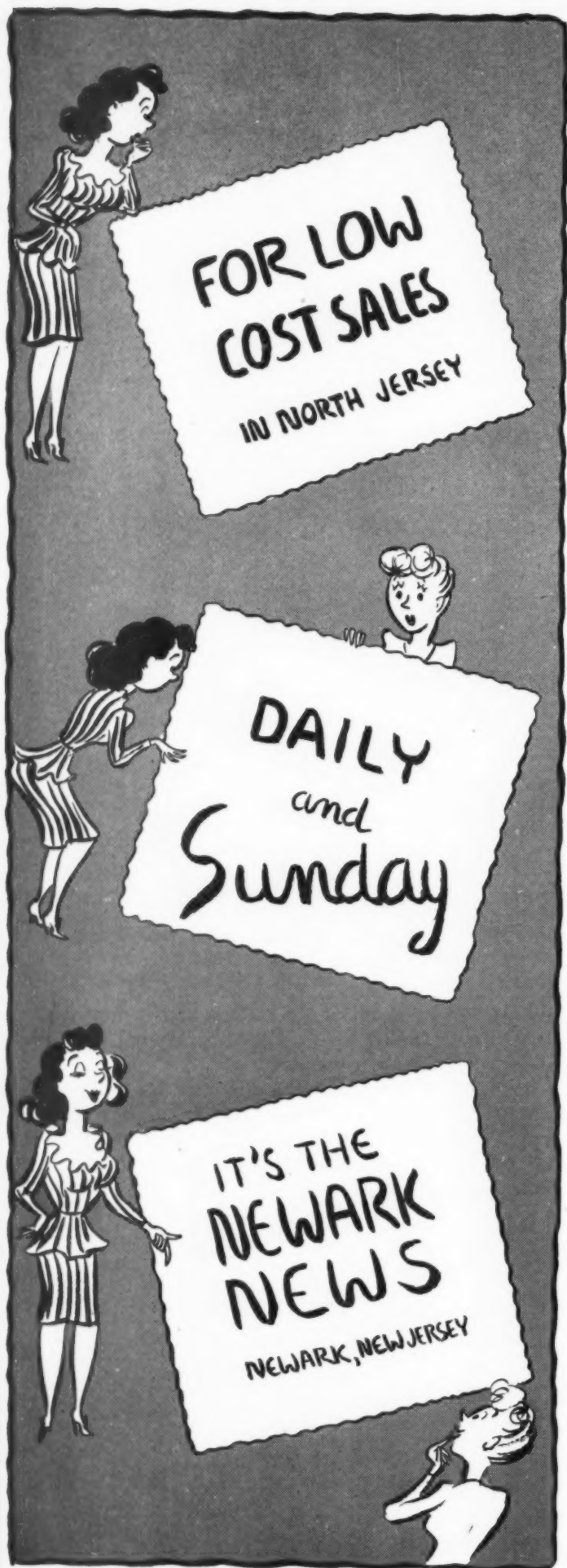


Westchester Newspapers



COVERING THE 19TH MARKET IN AMERICA

JANUARY 1, 1947



When they had run up a good representative display, Ardith and Irene took to the road to drum up business. They discovered that sporting goods buyers and even fishermen liked to pin fancy flies on their snap brims in place of the feather which usually comes with men's hats. The Bunnells were wise enough to capitalize on the idea. In addition to their nationally known Oregon Waters Fly Co., "Water Call" dry and wet flies for stream and lake, the girls started making bees and rare butterflies from imported feathers and buck tails. These they called "Pin Pets." Soon leading stores, from Maine to California, began beating a path to the Bunnell door. Lord & Taylor, for instance, advertised the Bunnell offerings, "Put a bee in your bonnet." The Dobbs Hat Co. demanded bees by the thousands for its "Bumble Bee Hat."

The Pin Pets and fishing tackle now go to South America, Canada, Honolulu, Ireland, and in fact to almost any place on the globe where you might stick a fishing fly.



DON'T SWAT! . . . These are fishing, not swatting flies. Ardith Bunnell holds a card of samples of her artistry.

Ardith and Irene, by their senses of humor, have probably been helped to success in a craft where men hitherto had called Squatter's Rights. They'll tell you many a good-humored story about the early, and not so lucrative days. Once while they were on a 25,000-mile selling trip they arrived in Yellowstone Park. They had, as a matter of fact, made tracks to Yellowstone in order to get there ahead of other fishing fly salesmen and arrived several days before the season opened. Parked along a snowbound road drinking hot coffee, they saw another car, mired to the fenders. Ardith and Irene, feeling like good Samaritans, shoveled their way to the marooned automobile, found two men, half frozen and hungry as a couple of Yellowstone bears. The sisters shared their hot coffee, gave up their last sandwich. The two men were tackle salesmen—had preceded the ladies along the route and sold all the customers!

SALES MANAGEMENT



JOHN M. LOVEJOY, president of Seaboard Oil Co. of Delaware, heads public relations committee of American Petroleum Institute.



GORDON M. LOONEY, in Libby-Owens-Ford Glass Co. Sales Department since 1929, is named the new director of distribution research.



WILFRED A. SECHRIST, new marketing director for Ellinwood Industries, will also continue as sales manager of the Electronics Division.



CHARLES H. NEWMAN, who has been serving as vice-president of a subsidiary company, is appointed vice-president of the Silex Co.

NEWS REEL



EDWARD C. WILSON, former vice-president in charge of sales and merchandising, Munsingwear, Inc., is executive vice-president.



VICTOR T. NORTON, formerly of Kenyon & Eckhardt, Inc., has joined American Home Foods, Inc., as an executive vice-president.



GENERAL FOODS CORP.: Wesby R. Parker (left) is appointed general sales manager of the General Foods Sales Division, succeeding Henry W. Sandberg (right) who has been associated with the corporation for 23 years and is now director of market research.



GEORGE H. KENT is appointed to the newly established position of manager of sales research, Koppers Co., Inc., Pittsburgh, Pa.

JANUARY 1, 1947

Ever Read Over a Woman's Shoulder?

Women are a tremendous force in our economy. What buying they don't attend to personally, they influence strongly so that if you knew the score on their newspaper reading habits, you'd be in an excellent position to boost sales graphs.

We've been conducting research on that very point. Not so long ago we asked Recording and Statistical Corporation to make a mail survey of three women's clubs in New York City and suburbs: Brooklyn Woman's Club, Women's Club of Forest Hills (Long Island) and Woman's Club of Larchmont (Westchester County). What R. & S. found out from the 50.1% returns confirms what Herald Tribune advertising growth has indicated for years.

Retailers have been getting dramatic point-of-sale demonstrations of this newspaper's power to project sales messages. On the basis of results delivered, these retailers have brought the Herald Tribune to new advertising records and leadership. For the first 9 months of 1946, the Herald Tribune is first in Department Store Fashion Advertising, first in Manhattan Specialty Store Advertising, first in apparel manufacturer-retailer cooperative advertising.

Now look at the survey and you'll find a complementary fact—an overwhelming, regular, seven-days-a-week preference for the Herald Tribune: first on weekdays with regular readership by 70.7% of all who responded; first on Sundays with regular readership by 69.8%. If the Herald Tribune is on your list, there are the reasons for the action you're getting. If is not, these are strong reasons why it ought to be.



European Edition Published Daily and Sunday in Paris



NEWSPAPER READING HABITS Of Club Women in New York City and Suburbs

(461 members of Brooklyn Woman's Club, Women's Club of Forest Hills, Woman's Club of Larchmont)

| NUMBER ANSWERING | 100% |
|---------------------------------------|-------|
| Regular readers of: | |
| WEEKDAY MORNING | |
| Herald Tribune | 70.7% |
| 2nd Paper | 39.5 |
| 3rd Paper | 6.5 |
| 4th Paper | 0.9 |
| Read no N. Y. morning paper | 5.9 |
| WEEKDAY EVENING | |
| 1st Paper | 60.5% |
| 2nd Paper | 31.9 |
| 3rd Paper | 9.8 |
| 4th Paper | 2.2 |
| 5th Paper | 2.0 |
| Read no N. Y. evening paper | 18.0 |
| SUNDAY | |
| Herald Tribune | 69.8% |
| 2nd Paper | 47.3 |
| 3rd Paper | 9.1 |
| 4th Paper | 7.6 |
| 5th Paper | 0.9 |
| 6th Paper | 0.7 |
| Read no N. Y. Sunday paper | 1.3 |

Note: Group percentages add to more than 100% as some readers specify more than one newspaper.

CONSECUTIVE CONSUMER SURVEY CONDUCTED BY ANY ADVERTISING MEDIUM *in America!*

Testimony from many authorities the country over, including business periodicals, libraries, heads of journalism schools, marketing specialists and other research authorities, indicates that the Farm Trio has the oldest consecutive consumer survey conducted by any advertising medium in America. The Farm Trio shares honors with the Milwaukee Journal as regards actual number of consumer surveys conducted; the latter providing a continuing study of an outstanding city market, the former of an exceptionally favored farm market.

Consumer Surveys Multiplying

Encouraged by space buyers, media from coast to coast are adopting this type of market analysis as a regular part of their research service. The Pacific Northwest Farm Trio, comprising The

Washington Farmer, The Idaho Farmer and The Oregon Farmer, are now making preparations for their 24th consecutive study intended to show the demand and brand preferences in 1947 for over 200 different products among the farmers and stock breeders of their states.

Advertisers Benefit

Because of the Farm Trio's comprehensive surveys based on an adequate cross-section of its market each year, advertisers have the benefit of a wealth of market data to guide them in making their advertising as effective as possible. Furthermore, the market with this signal advantage either for a test or a drive for business, is way above average in many respects.

For three years Washington, Idaho and Oregon have been producing crops worth over a billion dollars annually. Farm incomes in these states are running 53% higher than the nation's farm average.

Irrigation of a large proportion of the district's farms makes it a sure-crop area. New irrigation projects assure even greater farm wealth in years to come. . . . All this and a long-established consumer survey, too!

PACIFIC NORTHWEST FARM TRIO

The Washington Farmer • The Idaho Farmer • The Oregon Farmer

COMBINED CIRCULATION OVER 150,000

GENERAL OFFICES: Spokane, Washington STATE OFFICES: Seattle, Portland, Boise
ADVERTISING REPRESENTATIVES: Western Associated Farm Papers—Chicago, New York, San Francisco

RADIO KIST

SANTA BARBARA • CALIF.
HARRY C. BUTCHER AND
STAFF

TELEPHONE 4000
TWX S BAR 7389
BENJAMIN FRANKLIN
BUILDING

*Sixth Richest Per Capita
Market in the United States*
*The Quality Station
in A Quality Market*



Affiliated With National
Broadcasting Company
250 Watts 1340 KC
National Sales Representatives:
Joseph Hershey McGillvra, Inc.
New York, Chicago
Universal Radio Sales
San Francisco, Los Angeles, Seattle

Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.
has won

12 15 21

NATIONAL AWARDS
in the Last 4 Years

Ask one of our qualified ac-
count executives to show you
samples of many successful
mailings. No obligation in the
New York Metropolitan area.

D. H. AHREND CO.

325 to 333 East 44 ST., New York 17, N. Y.
MUrray Hill 4-3411



BY T. HARRY THOMPSON

Celebrant's version: "Start the
New Year tight."

The sloganeers, incidentally, will
have difficulty in getting a pat rhyme
for "'Forty-seven."

Charlie Shaw sends a clip that
says: "Failure of the thyroid to do its
share in regulating the body-functions
is one cause of an inability to become
pregnant. This may be true among
men, too." He comments: "I hope my
thyroid doesn't start regulating!"

"The *Sun* never sets," says the
Baltimore paper of that name. No,
but its compositors *do*.

NIT—"Was it you who got him
tight?"

WIT—"No; he was self-taut when
I got there."

John Love writes from Toronto to
ask: "Isn't it true that advertising
which kowtows to all the client's
musts and *must nots* is invariably
musty?"

JACK—"You say he's a stinker?"

JILL—"No; I merely said that,
when he enters a room, someone in-
variably uncorks the Air-Wick."

Dirigible balloons as "spectaculars"
are the newest advertising medium.
Wonder when book-publishers will
get around to selling space in novels
and non-fiction books? It would be
hard to say in advance what the cir-
culation might be, in order to arrive
at a rate; but there's something to
be said on the side of permanence.

For instance, in "The Egg and I,"
it would have been easy to insert a
page or two on brooders, mail-order
chicks, and poultry-feed.

Just when I begin to believe that
most copy is moronic and vomitorious,

I come upon a page in *The New
Yorker* by Saks Fifth Avenue, or a
column in *Time* by Gump's depart-
ment-store, San Francisco. Or a page
explaining the American system, by
Warner & Swasey. They restore my
faith in clients, and the writers they
entrust with their assignments.

HEADLINE PARADE

Fine feathers don't make slick chicks!
—*Colgate Dental Cream*.

A pen for your thoughts.—*Hamilton Ross
Jetflow Ball-pen*.

Nine o'clock—and all's *not* well!—*Lister-
ine*.

Duty is more than skin-deep.—*New De-
parture Ball-Bearings*.

Merlin's garret is for rent.—*Gump's*.

"I was sure our number was up!" —
Goodyear Life Guard Tubes.

Who puts rocking-chair money to work?
—*N. W. Ayer*.

Racetrack in a laboratory.—*Jack &
Heintz*.

How do you feel a steel company's pulse?
—*National Cash-Register*.

Cinderella takes a Chinese honeymoon.—
Alcoa.

Writes Orville Reed: "Dear Harry:
There is a restaurant on Woodward
Ave. in Detroit which has as its slog-
an, 'Food You'll Remember.' Burp!"

The international editions of *Time*
and *Life* have broken out with full
pages in a string of publications to
bring "the products of democratic
journalism and the products of the
democratic way of life to the peoples
of other lands." Good idea.

The tumult and the shouting die
(Let's have it grammatical at long
last.), and the 80th Congress returns
to Washington with a preponderance
of Republicans in both houses. Here
is a challenge . . . and an opportunity
to correct all the things they have
been crabbing about for 14 years.
They'd better make good, or they,
too, will get the heave-ho next time
the mob goes to the polls.

In our favorite business-paper, Dr.
James Bender told us 24 ways to put
an audience to sleep. I was looking
for the doctor to cite the speaker who
rams a hand into his pants-pocket,
rumpling his nicely pressed double-
breasted suit. That used to slay Dale
Carnegie.

Over in New Jersey, the ubiqui-
SALES MANAGEMENT

**FOR 13 CONSECUTIVE YEARS
MANUFACTURERS AND THEIR AGENCIES
HAVE PLACED MORE SPACE AND
MORE DOLLARS IN THE FORUM
THAN IN ANY OTHER MAGAZINE
SERVING THE BUILDING INDUSTRY**



FORUM is read by the 20% who do the 80%
in every branch of building:
design, construction, realty ownership and
management, finance, distribution and government.

The Architectural FORUM
Division of Time Inc.
350 5th Ave., New York 1, N.Y.



ONLY THE "MERCHANDISER" CAN DO THIS JOB!

SYNDICATE STORE
MERCHANDISER
LARGEST AUDITED CIRCULATION IN THE VARIETY STORE FIELD

EFFECTIVE CIRCULATION...19,400

Do you want to reach every manager of every worthwhile 5 & 10 cent variety store in the U. S. and Canada—10,600 of them? . . . Do you want to tell your story to an additional 5,700 important buying assistants in those stores? . . . Do you want your advertising message carried to every one of the 3000 top buying and merchandising executives of all the worthwhile retail organizations in this market?

The *Syndicate Store Merchandiser* is the one, and only publication that can give you 100% coverage of the Variety Store field—give you that coverage at the lowest cost on any basis you want to figure it.

**"SHOOT FOR THE SIDE POCKET"
OF EVERY
VARIETY STORE MANAGER**

SYNDICATE STORE
MERCHANDISER

79 Madison Ave., New York 16, N. Y.

To: Headquarters for Variety Store Market Data
Syndicate Store Merchandiser, 79 Madison Ave., New York 16, N. Y.

Gentlemen: Please send me:

- ☐ "6-Point Fact Folder" describing the Variety Syndicate Store Market and the *Syndicate Store Merchandiser*.
☐ "The Variety Market"—Geographical Reference Guide and Circulation Analysis.
☐ Information about the "Syndicate Store Merchandiser Directory of the Variety Market."

NAME _____ COMPANY _____
 STATE _____ CITY _____ ZONE _____ STATE _____

tous "Kilroy" won an election as a write-in. I didn't see how he could lose.

Some time before the next war, I hope to be able to buy a stainless-steel cigar-clipper, known in the trade as a "guillotine" clipper. Except in expensive gold or silver, this item hasn't been seen in tobacconists' shops in years.

I never won a prize in an Ivory Soap contest, but that ill wind paid dividends when the lean and fatless days came. We've got soap!

To Jim Shirreffs, president of the Coast's S & M Lamp Co., a low and sweeping bow for that box of Sniff's California dates.

No, Tessie; you're not apt to get General Electric Refrigerator to sponsor a radio version of "The Ice-man Cometh."

They didn't say so, but the "ABC" in "WABC" must have influenced that station to change its call-letters to "WCBS."

Advertisers still say "tricycle" when they mean "velocipede." You probably haven't seen a *tricycle* in 40 years. It was a 3-wheeled affair for girls, not girls and boys. Two large wheels in the rear, one small one attached to a steering-handle up front . . . a handle that lay in the little girl's lap as she pedaled up and down, not round and round. It had a plush-covered chair-back, was always tilting over backwards (like some early tractors) to conk the child on the bean. A museum-piece today.

Ralph Ingersoll resigned as editor of *PM* when that newspaper voted to accept advertising as a means of staying out of the red. Come, come, Ralph! Advertising isn't *that* bad.

Funny Coincidence Dep't: "Silver Spoon Note: There's a sign on the door of a shop in Philadelphia that reads: 'Fred J. Cooper, Jeweler by Birth'."—*The New Yorker*, Nov. 9, 1946. "Fred J. Cooper advertises locally that he is a 'Jeweler by Birth.' Born with a silver spoon in his mouth?"—*The Scratch-Pad*, June 15, 1943.

Artie has had almost as many wives as the Shaw of Persia.

And now, to business in general and to each of you in particular, a Happy New Year with no holds barred.

SALES MANAGEMENT

**53% Above the
U.S. Average...**

in WORCESTER



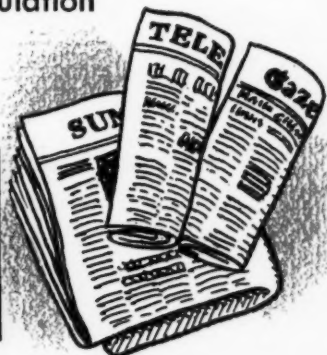
Worcester residents bought much more in 1945 from grocery stores, meat markets and delicatessens than they did in 1940 — 78% more. Their 1945 purchases of \$44,431,000 represented \$228 per person, 53% higher than the national average of \$149 and 18% above the Massachusetts average of \$193. Worcester's food purchases reflect the high wages and active buying habits in this market's 500 different industries. This boon to the advertiser is all yours in the Worcester Telegram-Gazette, with a daily circulation in excess of 135,000 and over 95,000 Sunday.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher-

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG



Trade Name Stands In FTC Reversal

Does the Federal Trade Commission's reversal of itself in the "Alpacuna Case" constitute a change of policy, or establish leeway for greater use of qualifying language in order to preserve trade names?

The Alpacuna case undoubtedly will stand as one of the significant landmarks and precedents in FTC procedures of recent years. Background of the case was reported in this department (SM, May 20, 1946) after the United States Supreme Court had remanded it to FTC for review of the Commission's original 1943 order prohibiting absolutely the use of the word "Alpacuna" to describe men's top coats and overcoats manufactured by Jacob Siegel Co., Philadelphia. FTC had held the name implied use of rare vicuna whereas the coats contained only alpaca, mohair, wool and cotton.

FTC Split on Reversal

The Supreme Court's mandate against the FTC death sentence was that the Commission should "determine whether qualifying language or some change of name short of excision would eliminate the deception which it found lurking in the word Alpacuna." In its modified order issued on December 10, FTC said "The word Alpacuna may be used if accompanied by qualifying or explanatory language . . . clearly and conspicuously designating all the constituent materials or fibers contained in the coats." This came as a three-to-two split within FTC.

Chairman William A. Ayres and Commissioner Ewin L. Davis voted against modification of the order, sticking by their original 1943 decision. Commissioners Robert E. Freer and Garland Ferguson, who had voted against the original order, were joined in the modification by Commissioner Lowell Mason, who succeeded Col. March—the third member of the majority in 1943. Thus the FTC reversal might seem to hinge around the change in FTC.

However, the 18-page document

encompassing the order, the majority opinion, the dissents, and special memoranda must be studied carefully for their legal connotations before it is assumed that a policy is established.

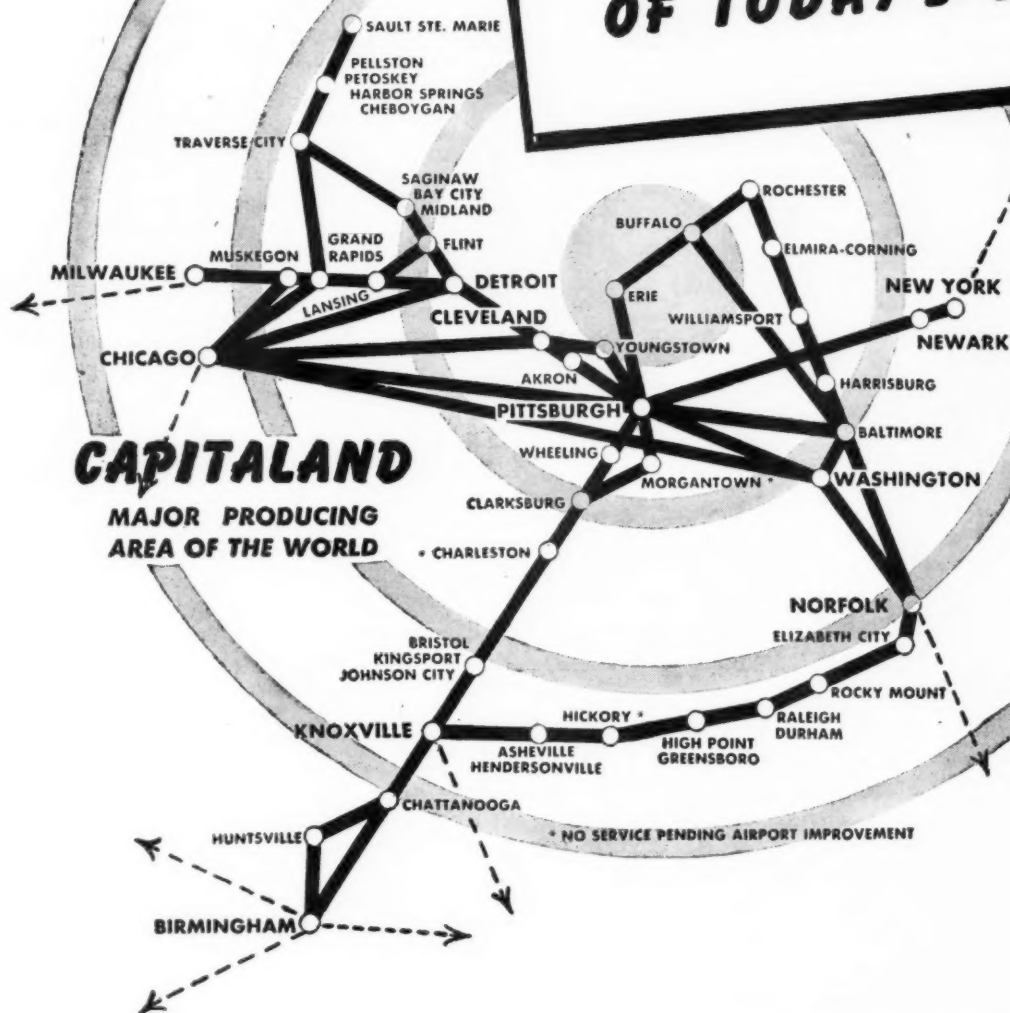
Noting that the "Alpacuna" trade name had been used for 13 years, the Supreme Court had suggested that treatment less harsh than a death sentence on the name might be possible. Commissioner Freer's opinion accompanying the modified order seemed to admit that some people still would be deceived by the name, despite explanatory labeling. It said in part:

"The use of coined trade names derived from specialty fiber terms has become prevalent in the textile industry. The obvious purpose of a name thus selected is to represent to the trade and to the public that the garments so advertised have some of, many of, or all the attributes and characteristics which the trade or the consuming public associates with fabrics composed of such fiber or fibers. It is the Commission's view that many and various impressions may be imparted to the trade or to the public by coined words which imply that particular fibers are present; some may infer that the garment is composed predominantly or in substantial part of the implied fibers, others that it is composed wholly thereof; to other segments of the public the name may signify nothing.

Need Explanatory Label

"The Commission, therefore, is still of the opinion that the term 'Alpacuna' constitutes a representation that the fabric so designated is composed of alpaca and vicuna fibers. Upon further consideration of the remedy to be applied, however, the Commission now is of the opinion that truthful and conspicuous disclosure of the constituent fibers in advertising the garments will eliminate in many instances and effectively circumscribe in others the capacity and tendency to impart an initial false impression which, the testimony shows, may flow from use of the trade name in question. Proper labels required by the Wool Products Labeling Act on the garments when sold and delivered to the consumer should

**GEARED TO MEET
THE URGENT DELIVERY
REQUIREMENTS
OF TODAY'S BUSINESS**



CAPITAL AIRFREIGHT makes next-door neighbors of suppliers and consumers throughout the important cities of CAPITALAND by cutting delivery time to a mere matter of hours. Connecting services to all important cities assure 1-day delivery anywhere in the United States.

Your needs of today . . . no matter whether it's for food, fashions, printed matter or parts to keep production rolling . . . can be met swiftly and profitably when you specify "Ship via CAPITAL AIRFREIGHT".

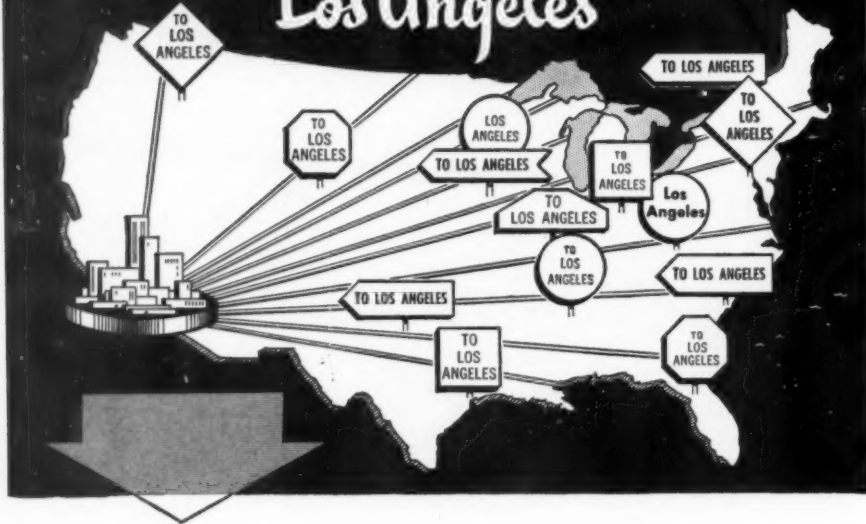
Ask your nearest Capital Airlines Representative today for complete details of this up-to-the-minute distribution and delivery service.

**CAPITAL
AIRFREIGHT**

CAPITAL  **AIRLINES**

NATIONAL AIRPORT • WASHINGTON 1, D. C.

ALL INDUSTRIAL ROADS LEAD TO Los Angeles



The wide geographic spread of the Los Angeles appeal is indicated by a review of the home towns and states of companies moving to the Los Angeles area in recent months.

They came from these cities: Akron, Cincinnati, New York, Chicago, Muncie, St. Louis, San Francisco, Minneapolis, Dearborn, Schenectady, Detroit, Wheeling, Brooklyn, Greensburg, Scranton, Norristown, Trenton, New Castle.

And from these states: Ohio, Indiana, Missouri, Minnesota, Michigan, Illinois, West Virginia, Pennsylvania, New Jersey.

This is only a partial list. The significance is that wherever you are doing business now, Los Angeles has something special* to offer as the logical site for your Western operations.

In fact, industry finds everything under the sun in Los Angeles, where mild climate permits year 'round production...on rigid schedules...and where more people prefer to live and work. Our brochure "F.O.B. Los Angeles" tells some of the reasons. Write for it, or for answers to any questions you may have about this area. No obligation.

*FOR EXAMPLE

An expanding market —
Population gain, 1940-
1946, 301,000
Sound industrial growth
206 new plants announced
first 9 months, 1946
Decentralization
10 widely separated industrial districts, including Los Angeles Harbor area

Los Angeles City-Owned DEPARTMENT OF WATER AND POWER

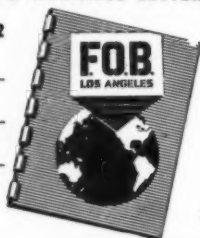
"Serving the water and power needs
of 1,805,687 citizens"

40-PAGE BROCHURE FREE. SIGN AND ATTACH COUPON TO BUSINESS LETTERHEAD
DEPARTMENT OF WATER AND POWER, 207 SO. BROADWAY, LOS ANGELES 12

Name _____

Address _____

City, Zone, State _____



dispel any remaining confusion or false impression persisting in the minds of those consumers who in a degree are inattentive or unanalytical or who may be characterized by the trade as 'impulse' buyers."

Chairman Ayres stood adamant on his 1943 opinion, reiterating that "the qualification or contradiction of deceptive trade names is unsound and fails in substantial measure to accomplish its objective of eliminating the initial deception of the name."

Commissioner Davis, in his dissent, recalled precedent to show that long use of a trade name does not create special privilege for deception.

Long Use Gives No Privilege

"With respect to the argument that respondent should be permitted to retain the trade name 'Alpacuna' because they have been using it 13 years," he wrote, "it is well settled that long use of a misleading brand can vest no right in the user. As the late Mr. Justice Cardozo stated in *FTC v. Algoma Lumber Co.*, 291 U. S. 67: 'There is no bar through lapse of time to a proceeding in the public interest to set an industry in order by removing the occasion for deception or mistake.' The use of a trade name was involved in that case.

"And again, such a name may not be used, because it *places in the hands of retailers* the 'means' whereby they may deceive the public. This principle was enunciated by the Supreme Court in the *Winsted Hosiery Case* and has been followed by the courts ever since. The respondent readily admitted that it could not control the use of the name by the retailers even though it furnished proper advertising suggestions. This principle is a very sound and salutary one and should not be destroyed after being enunciated by the Supreme Court, itself, in one of our cases."

Commissioner Davis added a special two-page appendix concluding: "Of more importance than the labels on respondent's coats is the use made of this name in other advertising."

(NOTE: Paralleling the *Alpacuna Case* is another reversal by FTC which, however, is more directly affected by Congressional legislation. FTC had ordered the A.P.W. Paper Company of Albany, N. Y., to cease and desist from using the Red Cross emblem on its 49-year-old tissue products. The Supreme Court remanded the case as "harsh treatment" to FTC and a recent modified order permits use of the Red Cross, accompanied by qualifying language to show that the tissue does not have the endorsement of the American National Red Cross.)

Los Angeles



IN THE WEST



IN YOUR INDUSTRIAL FUTURE

SM

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 1, 1947

THINGS WE FORGET

This is the season for predictions, but the crop, as we go to press, seems short. Maybe the prognosticators have learned something from the cat. A singed cat will not only not jump up on a hot stove again—it will not jump up on *any* stove.

We think of the stock market as being fairly sure fire in its prediction. We forget that the market is wrong three times out of seven. In the last 20 years the stock market has had seven bad breaks—but on three of those seven breaks of the last two decades the market was wrong and had to retrace its course completely.

Because the production decline in 1920-21 was so drastic, we look back in retrospect and tend to believe that it began suddenly. Because the decline from 1929 through 1932 was so severe we are inclined to believe that there was no warning—and that the 1937-38 decline came out of a clear sky. But, as pointed out by the International Statistical Bureau, Inc., these memories are contrary to the fact. Each of these recessions was preceded by a plateau, lasting from nine to twelve months, during which the production index remained very close to the high (within five to seven percent) for several months before and after the peak was reached. It was a twelve-month plateau following the first World War, ten months in the era of the big boom and nine months in '37-38. International believes that at the present time production is still in the early stages of its plateau period.

THE STATE OF THE FARMER

Trend analysts are making 1947 projections for cash farm income of \$20 billion as compared with \$23 billion in 1946 and a drop to \$15.5 billion in 1948. Whether they are right or wrong, it is well to remember that the figure averaged between \$8 and \$9 billion during the 1936-40 period.

If there is going to be a jolt it is certainly true that the American farmer was never in a better position to take one. Currently he is receiving nearly three times pre-war prices for the things he produces. Farm product prices in general are 25% above the parity levels at which Government support is called for, and unless the President unexpectedly declares the war over before the end of this month, such support prices will remain in effect until December 31, 1949.

There is certainly little prospect of a farm depression such as that of the 1930's. The world as a whole has no surplus stock of foods or fibers. Large crops will again be needed next year. Even without the promise of a variety of Government aids, farm income should be sustained at high levels, relative to pre-war, despite lower prices.

Reports from Chicago say that the big mail-order houses are making commitments on the basis of a 30% to 40% sales expansion this coming spring. At the same time the farm equipment industry, while conceding the probability of a drop in farm income, is going ahead with

JANUARY 1, 1947

its projected property expansion and is planning upon capacity operations throughout the entire year.

GAINS IN LABOR EFFICIENCY

One of the most heartening bits of news in a long time is the gain in labor efficiency being achieved when and where mass output becomes possible. In the case of General Motors, it is now 91% of the pre-war ratio and is even higher in the case of one of the biggest representative automotive parts manufacturers. Better ratios, not far from 100% of 1941, come from the farm-equipment and machine-tool industries.

The president of The Oliver Corp., one of the large farm-equipment manufacturers, says in a December 7 letter to stockholders: "The first six months of this year were discouraging as to operations and disappointing as to profits. Protracted strikes in two of our major plants, strikes in the plants of suppliers of materials and com-

A Hog Can Cross America Without Changing Trains—But YOU Can't!

The Chesapeake & Ohio and the Nickel Plate Road again propose to give humans a break!

It's hard to believe, but it's true.

If you want to ship a hog from coast to coast, he can make the entire trip without changing cars. You can't. It is impossible for you to pass through Chicago, St. Louis, or New Orleans without breaking your trip!

There is an inviolable barrier down the middle of the United States which you cannot cross without inconvenience, lost time, and trouble.

500,000 Victims in 1945!

If you want to board a sleeper on one coast and ride through to the other, you must make double Pullman reservations, pack and transfer your baggage, often change stations, and wait around for connections.

It's the same old story if you make a relatively short trip. You can't cross that mysterious line! To go from Fort Wayne to Milwaukee or from Cleveland to Des Moines, you must also stop and change trains.

Last year alone, more than 500,000 people were forced to make annoying, time-wasting stopovers at the phantom Chinese wall which splits America in half!

End the Secrecy!

Why should travel be less convenient for people than it is for pigs? Why should Americans be denied the benefits of through train service? No one has yet been able to explain it.



Canada has this service with a choice of two routes. Canada isn't split down the middle. Why should we be? No reasonable answer has yet been given. Passengers still have to stop off at Chicago, St. Louis, and New Orleans—although they can ride right through other important rail centers.

It's time to pry the lid off this mystery. It's time for action to end this inconvenience to the public... NOW!

Many railroads could cooperate to provide this longed-for service. To date, the Chesapeake & Ohio and the Nickel Plate ALONE have made a public offer to do so.

How about it?

Once more we would like to go on record with this specific proposal:

The Chesapeake & Ohio, whose western passenger terminus is Cincinnati, stands ready now to join with any combination of other railroads to set up connecting investment and intermediate service through Chicago and St. Louis, on practical schedules and routes.

The Nickel Plate Road, which runs to Chicago and St. Louis, also stands ready now to join with any combination of roads to set up the same kind of connecting service through these two cities.

Through railroad service can't be hatched forever. The public wants it. It's bound to come. Again, we invite the support of the public, of railroad people and railroad investors—for this vitally needed improvement in rail transportation!

Chesapeake & Ohio Railway • Nickel Plate Road

Terminal Tower, Cleveland 1, Ohio

THERE'S A NEW TWIST to this several-months-old ad which many have termed "Advertising's Atomic Bomb of 1946." C & O's President Young, after successfully needling the other railroads on Atlantic to Pacific through-service, is now pushing "Pay As You Go" train travel. The C & O will offer this month a plan of credit cards, phone reservations and/or payment for space when you get on the train. No more standing in line, is the Young idea.

ponent parts, the transportation and coal strikes—all of these tended to curtail production and increase operating costs. At the same time price controls prevented adjustment of income to compensate.

"The present situation is in strong contrast. Negative conditions have been either eliminated or alleviated. Operations for the second six months have been profitable—enough so that the annual report will show a profit for the year. The outlook for 1947 is good. The demand for our products is at an all time high. Cash income to farmers is unprecedented. We have facilities for producing a larger volume in 1947. The coming year can be a good one if labor and unforeseen events do not change the picture."

New orders for civilian business this fall were at the highest rate on record and the gain in incoming orders continued after the complete decontrol of prices by the President. New orders always have accurately forecast national business activity and it is, therefore, difficult to visualize an early decline in the aggregate business volume.

THE NATHAN REPORT

The much-discussed report of Robert Nathan Associates for the CIO didn't say quite what the headline writers would ask us to believe. Actually, the report set up an alternative. It says that there must either be higher industrial wages or prices must go down. The CIO leadership quite naturally selected higher wages since it has no direct control over prices.

The unions are arguing that profits are large enough to raise wages, but where that is the case they should be made the basis not of wage increases but of *price reduction*.

As *The New York Times* said recently in an editorial, "The profits of American industry do not represent a

common pool into which all corporations can dip to meet increases in costs. Profits in the food industry do not make possible the assumption of large increases in costs by the steel industry. Profits in retail trade do not make possible large increases in costs by coal companies."

The American business organization is made up of some 420,000 different corporations of all sizes and more than 2½ million partnerships and individual proprietorships. Treasury figures available since 1916 show that the proportion of all active corporations operating at a profit in any year has ranged from a low of 18% in 1932 to a high of 67% in 1943, and over the 28-year period averaged approximately 50%. If marginal producers are squeezed out by such increases, the result will be an economy operating at only partial capacity, and loss of both production and jobs. Much of the difference between slack and full employment occurs in the use of this marginal capacity.

The longer the wage-price spiral lasts and the higher it ascends, the greater is the danger that the next turn will destroy the balance of the structure. For in all such movements the money income of some groups lags, while the higher prices affect all groups. In other words, at some point an increase in wages and industrial costs will prove to be deflationary instead of inflationary, because those who do not have the increase in wages lose purchasing power and because business becomes stalled. If the spiral is not stopped short of that point, the consequence of overdoing it will be goods priced out of the market, falling business and unemployment.

Labor can protect itself by producing more instead of less; corporations can protect themselves by reducing prices when profits become large. But who will take the first step? That is the \$64 question.

SALES COSTS WILL INCREASE

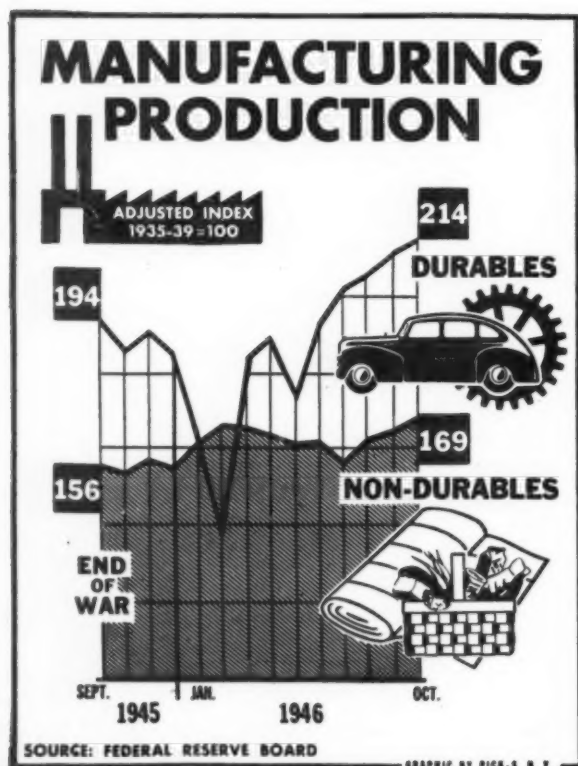
The cost of traveling salesmen in 1947 probably will be at least 15% greater than in 1946. The current operating position of the railroads points to increased fares, and travel costs by automobile also are rising. New car prices have been jacked up by all manufacturers. Insurance rates are due for a rise. Maintenance and repair costs are on the way up, and even gasoline is going up at a time it usually goes down.

Hotel men expect prices to be raised another 10%, and we have as yet seen no reduction in restaurant prices. The latter may have reached a plateau, however, as there is plenty of evidence that people at long last are beginning to stay away in droves from restaurants which have been notorious for poor quality food at high prices and insulting waiters and captains.

Next year your salesmen will waste much less time in making their arrangements for railroad and airplane travel. Scouts around the country report many trains and planes half filled in early December, and Homes Bannard, General Passenger Agent of the Pennsylvania Railroad, told the convention of the National Council of Salesmen's Organizations that passenger traffic revenue had declined 20% in 1946 over 1945, and he predicted a further reduction of 25% or more in 1947. The railroads are planning to spring a lot of new equipment as soon as delays from strikes and shortages are overcome.

A Happy New Year to You.

PHILIP SALISBURY
SALES MANAGEMENT





BY LESTER B. COLBY

CORY'S FEATURE ATTRACTION: Demonstrations and training films designed to sharpen techniques of dealers and dealer salesmen.

Policy Changes That Zoomed the Sale of Cory Coffee Makers

They improved the product. They expanded the line. They adopted price control, protected their jobbers. They developed new techniques for market-breaking. And they abandoned operation under one sales manager in favor of group management through a Sales Executive Committee.

The Cory Corp., manufacturer of glass coffee brewers, nine years old in 1942, was then running a poor second in its field. Its sales at that time could best be described as "spotty," mainly concentrated in various none too important areas. Today the management claims that 90% of the Nation's hardware and electrical appliance dealers are handling the Cory line. The company has more than 100,000 established outlets; approximately 1,500 wholesalers and distribution outlets in 68 foreign countries. It is reaching for a sales volume of \$8,500,000 in 1947.

Cory's fast rise to a commanding

position in its field is a story of revising sales methods, changing sales approach and boldly starting national advertising at a time when many old and experienced companies were stepping softly on tiptoe . . . for a major war was on.

Looking back over these four years, the change in the stature of the Cory Corp. seems to have depended on the courage of Jim Alsdorf who tossed approximately \$500,000 a year into the advertising pot at a time when, it seemed, he had no guarantee of production. Government controls being what they were and threatening to tighten.

Mr. Alsdorf, and this is stated to give an idea of the sort of operator he is, entered the export business at the age of 23 and soon was known as a globe-trotting salesman who vigorously sold American-made products to the world. Among the items he distributed was the Cory glass coffee brewer. Submarines, mines, airplanes dropping bombs and a world-wide war, however, put a sudden end to exporting.

Mr. Alsdorf's experiences in selling Cory coffee-makers in foreign lands led him to believe that the United States, the greatest coffee-drinking nation in the world, offered promise even in an embattled world. His enthusiasm convinced Harvey Cory, then owner, that he was the proper person in whom to trust the future of his company. Before the year was out Mr. Alsdorf had bought Mr. Cory out, lock, stock and barrel, and was in full charge as president.

Immediately he plunged into a plan for sweeping reorganization of the sales force. One of his revolutionary



SEND-OFF: First advertisement in a series for Cory appeared in full color in the *American Weekly* on October 29, 1945, stressed the "proof positive" approach, emphasized quality.

ideas was to operate without a sales manager, substituting instead a committee plan. The result is what is known as a Sales Executive Committee, called by Cory men the "SEC." This committee consists of seven executives. They are: Mr. Alsdorf, Herbert Blakeslee, vice-president and general manager; Edward Neuman, vice-president in charge of production; Norman Schlegel, advertising manager; T. J. Major, comptroller; D. B. Huggard and Thomas Chadwick, sales supervisors.

This committee meets once each week in sessions limited to an hour and a half. Mr. Alsdorf, who presides, opens the meeting by calling upon each man to bring up subjects for discussion. Then he chooses what he considers the most pressing of the problems and all hands are expected to enter the discussion that follows if they have anything to offer. The purpose is to give any matter that may come up a thorough going-over, for the better understanding of all, with the certainty that at least one specialist on any subject is present.

Simultaneously with the reorganiza-

tion of his front-line sales force, new planks were added to the Cory platform as follows: (a) Use always the best available materials in all Cory products; (b) control the retail prices of the Cory line to prohibit their use as loss-leaders, a practice regarded as unfair to competing dealers; (c) sell only through recognized jobbers.

This policy proved satisfactory to both the dealer and the jobber. It assured the dealer of a substantial net profit on every Cory article sold and the jobber, naturally, appreciated a policy which didn't allow goods to be sold "over his head" directly to the dealer. But this didn't solve all the problems. A drive on the big, concentrated metropolitan markets was planned. Things didn't go so smoothly as was expected. Resistance bobbed up.

Facing this, a new sales approach now referred to by Cory salesmen as the "backyard selling technique," was developed. The decision was reached to concentrate on the small town hardware market and let the cities wait. The plan was to pick, in each territory, a particularly desirable distributor and make him the target. Sales-

men would then be sent into that territory with orders to concentrate on the chosen distributor's dealers.

All set, these salesmen would swoop down, going into store after store, carrying coffee brewers and the necessary "props" for staging a dramatic sales presentation. Owing to the fragility of many early glass coffee makers, which had resulted in much breakage, all coffee makers made of glass were suspect. When dealers argued that this fragility meant that the item had no future, the salesman had a ready answer.

The answer was to reach into his pocket and bring out a block of wood. Then he would produce several nails. He would start driving the nails into the wood with the glass brewer. After that he would heat it to a red-hot glow and set it on a cake of ice. While he was doing these things he would tell a story about the development of a new glass which would stand up under a wide variety of abuses.



18 MILLION OVER THE COUNTER—and in only 4 years—but Cory figures only 30% of the potential market has been reached.

Dealers would be impressed and orders piled up. After signing up an impressive number of orders a salesman would call on the chosen distributor. Here he would again tell the story of the new, tough Cory coffee brewer and usually would repeat the demonstration. As a climax he would spread the batch of orders, usually running into dollar sums that insured a good profit at once without effort, and say, "Do you want to take on our line . . . and these orders?"

It was convincing. Cory got distributors. Distributors who were cool at first warmed up when they found themselves getting re-orders for brewers and replacement parts.

Recognizing the fact that the thousands of electrical appliance dealers in the country would be a very fertile

SALES MANAGEMENT

distribution outlet, the company next concentrated on the sale of electric models and successfully repeated the so-called back-yard selling process. With small town distribution complete and with requests for replacement parts beginning to pour into metropolitan areas, it was not long until Cory products also found a ready welcome there.

Whenever a salesman found himself unable to sell the complete coffee brewer he pulled out a trump card which often gave him an entering wedge. He would produce the patented Cory glass filter rod and explain that this was so designed that it could be used in almost any glass coffee maker. The dealer would be shown how they were packaged separately and shipped in attractive dispenser-type counter displays. "Like selling razor blades," he would be told. "This is tapping an unexploited market in the glass coffee maker industry."

The initial investment was small, the turnover generally rapid, and so Cory had a toe inside another door.

Since the Cory rod greatly simplified coffee making by dispensing with troublesome filter cloths and flavor-tainting attachments, this technique put both the Cory name and Cory products in featured positions in stores whose counters and cooperation would otherwise be difficult to obtain.

Thirty-nine salesmen, approximately the same number as are working now, covered the Nation in this program. Salesmen assured jobbers and dealers wherever they went that the company would adhere strictly to its established sales-through-jobbers policy. This has been done meticulously.

At a time when the Nation was enmeshed in the greatest all-out war in history, with no guarantee that he could get the necessary glass to fill his orders, Mr. Alsord decided on a bold stroke: A precedent-breaking advertising campaign, insofar as the glass coffee maker business was concerned, in four colors, totaling \$500,000. It was started off with a full page in *Collier's* and *The American Weekly*. It was continued with half-pages in *Collier's* and nine other national magazines with a readership of more than 63,000,000 persons. Supplementing this were full page advertisements in 31 business papers.

Consumer advertising featured full-color photographs of luxurious table settings in which the center of interest was always a glass coffee maker. The headlines told the reader, "Of course, it's a Cory!" The advertisements were designed to make consumers recognize Cory as the quality product in the glass coffee maker field—and to educate them to think that serving in a Cory Glass Coffee Brewer

was as proper and stylish as to use the finest silver service.

The company capitalized on this campaign by mailing regularly to the trade hard-hitting broadsides reproducing these color advertisements as a plus over its regular business paper program.

Cory Corp. originated the Cory plastic "safety stand" which consists of a tube on a circular base designed to hold the upper bowl of the brewer in an upright position when it is detached from the lower unit. Another step over competition came when it was decided to package this stand, a coffee measure of the same plastic, and the glass filter rod as standard equipment with every Cory brewer sold.

Up to this time competitors had concentrated on the sale of coffee brewers in one size only, capacity six to eight cups. The Cory company began to promote a fuller line—a two-to-four cup brewer for the quick small-family breakfast trade, the regular accepted six-to-eight cup family size, and an eight-to-twelve cup brewer for extra-guest occasions. This gave the consumer a brewer for every need and again widened the market.

An important distributor complaint had existed from the very beginning. This had to do with problems arising when dealers felt that some customers had legitimate complaints rela-

MAKING CONSUMERS CORY CONSCIOUS: Jim Alsord tossed approximately \$500,000 a year into the advertising pot at a time when he had no guarantee of production — but it brought Cory through.



tive to breakage, and deserved a replacement at no charge. An ideal solution was achieved by automatically including with every shipment a 20% overage of glass to be used for replacement purposes. This "bonus glass" is still standard Cory policy. It enables distributors to handle replacement complaints without continual correspondence. Every Cory distributor gets the extra which means that if he orders five upper or lower bowls of one kind he actually receives six.

Introduces New Items

With an eye to increasing its outlets, Cory is now introducing to the coffee maker trade a series of new items, including a completely automatic home coffee brewer known as the Cory Domestic Automatic. The heating coil is concealed in the lower unit which is finished in bright metal chrome. After the coffee has been brewed it automatically switches off and just enough heat is maintained to keep it at proper drinking temperature. It will sell for about \$25.

To appeal to the jewelry trade, the company is marketing a chrome-finished tray set with a Cory brewer and matching cream and sugar holders to sell as a gift item. Another attractive gift item is the new two-element stove known as the "Buffet Queen," for larger families or for those who entertain frequently. An all-electric automatic coffee grinder occupying no more table space than a brewer, enables blending and grinding whole coffee beans at home. A decorative Cory table tile with four padded feet and an indented top which will hold any standard glass coffee maker is also a new item in the expanding line.

The most important addition to the family is the patented glass-to-glass vacuum seal brewer, an innovation which eliminates all rubber parts. The seal consists of two ground-glass surfaces—one on the lower part of the upper bowl and the other on the lip of the lower bowl. Future promotion will center around this. It is a patented development.

Through these additions the management is educating the dealer to follow the practice of major appliance people by selling *up the line*. The idea is that instead of having a top item costing \$3.75 the sales person by deft handling may parlay his sale up to a possible \$25 level. These items give the dealer "something to work with" and add to his eagerness to handle the Cory line.

The company is also bidding for a sizable slice of the commercial market with a new line that features the Cory Commercial Automatic, a mechanical

robot that reduces restaurant coffee making to the mere push of a button. The operator simply pours ground coffee into a cartridge, presses a button, and the coffee maker does the rest. Connected to the building's water pipes, it draws the correct amount of water, brings it to a brewing temperature, pushes it upward through the coffee grounds to extract the flavor, and automatically fills the decanter. Then it turns itself off and proceeds to keep the coffee piping hot and ready to serve—automatically. Half-gallon batches are brewed in less than three minutes. Two and a half gallons may be kept hot for ready serving. Since it is completely automatic, the coffee can be uniformly perfect every time.

Rounding out the commercial line will be electric and gas models with from two to five heating elements which will sell at prices ranging from approximately \$18.00 to \$100.00. A ground coffee dispenser and a gas-heated hot water tank are other items to catch the eye of the restaurateur.

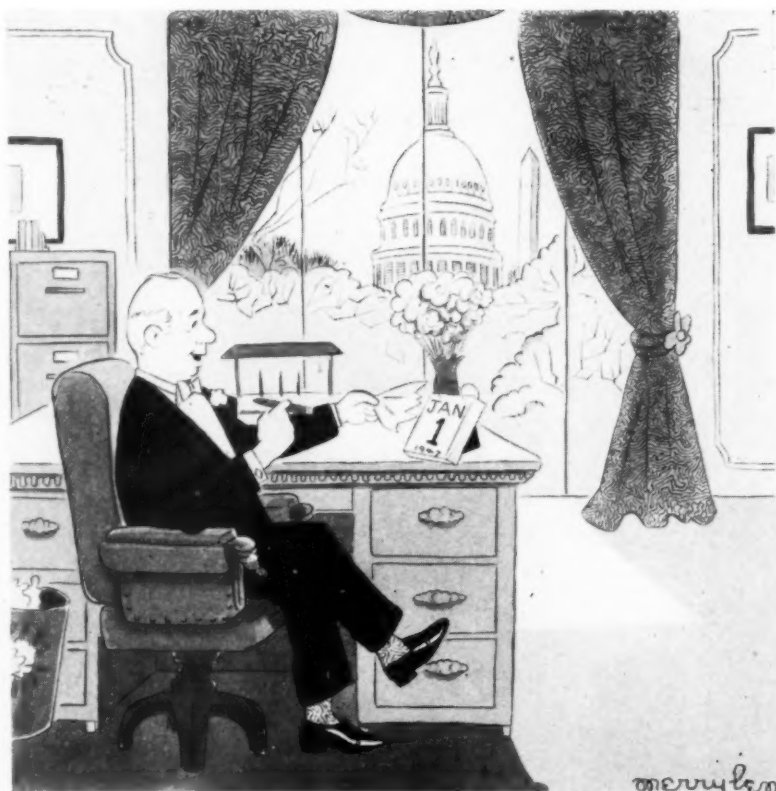
Dealers and dealer salesmen who come to Chicago are invited to Cory's own little theater to watch a slide film which tells the story of coffee from its discovery by the ancient Arabians to the introduction of the modern all-glass coffee maker. They see slides of the earliest coffee brewers which were made of iron, silver, bronze and copper; they watch the de-

velopment of the percolator and the vacuum coffee makers; and finally wind up with the Cory story from the blowing of glass bowls until the finished product reaches the consumer. The story aims to help sales technique.

Next February readers of *Life* magazine will see the first double-page spread ever used to advertise a glass coffee maker. It will be used to introduce the new Cory family of products to the consumer and will picture every product in the line. Similar spreads will follow in *The Saturday Evening Post* and *Collier's*.

This campaign will be supplemented by continuing 4-color half-page advertisements in the leading women's service and shelter-type publications. Besides the consumer appeal, the campaign will be merchandised extensively to jobbers and dealers to let them know they can sell Cory equipment for every coffee brewing need.

In this aggressive manner, in only four years, the Cory organization under the leadership of Jim Alsdorf has risen to top position in the coffee maker industry. Already more than 18,000,000 Cory filter rods have been sold across retail counters at 50 cents each. Mr. Alsdorf estimates that only 30% of the potential market has been touched. With his sights set to reach his hoped-for volume of \$8,500,000 in 1947 he will tell you, "This is only the beginning."



"Well, another year, another dollar."

SALES MANAGEMENT

Tomato Sauce Breaks Trail for Line as Hunt Opens New York Market

BY JAMES H. COLLINS

A lusty young company from the West, manned by a backfield of young executives, and intensely promotion-minded, breaks into America's most concentrated market. Newspapers and outdoor are carrying the advertising burden.

Into the tough New York food market, hardly weeks ago, there was tossed a little tin can, holding eight ounces of a newly glamorized tomato product.

It was tossed there by a young company, suddenly coming out of the West, like Lochinvar, appearing among the battle-wise giants of the food industry.

The effect was that of a hand grenade. For this product won, perhaps faster than it has ever done before elsewhere, a distribution coming close to 100% of the major grocery distributing outlets in the Metropolitan area.

Still speaking in terms of war—which it certainly is!—the little tin can spearheaded a small army of related products.

Backed by a consumer advertising campaign of marked force and simplicity, the product got firmly established in New York and other major marketing areas throughout the country. Consumer advertising will soon be seen in top circulation magazines and other national media. The distribution has already been won.

The product: Hunt's tomato sauce.

The company: Hunt Foods, Inc., Los Angeles, an outgrowth of several long established California packing companies. It's headed by aggressive young management and built upon policies that looked toward this national expansion, when times were ripe.

And while tomato sauce did not originate with the Hunt company, Norton Simon and Frederick Weisman, Hunt executives, smartly chose it for the spotlight.

The Hunt line, to date, includes more than 90 separate products—canned fruits, vegetables and fish, condiments (catsup, chili sauce, and pickles); dried fruits, macaroni, a beginning in quick-freeze specialties.

To attempt complete coverage of the national market with such a line would be an impossible task. Barring war shortages, the market is usually

well supplied with long-established "household word" brands.

Why tomato sauce was chosen involves a little American history—not long, nor tiresome.

Our great-grandmothers grew the tomato in their gardens, like a flower. It was called "love apple," considered poisonous, never eaten.

In Napoleonic France, the inventor Apert developed the canning process, but it languished until our Civil war, 1861-65, when canned berries were put up for Army hospitals. The soldiers went home, demanded canned fruits, and our American canning industry was born.

Tomatoes quickly became the leading product, and for 60 years, were staple in the "solid pack," canned whole, after peeling, with only a pinch of salt added. Mother opened the can and cooked stewed tomatoes, traditionally an American favorite.

In Europe, they had other ideas. Tomatoes were used for seasoning, notably in spaghetti sauce, and as a cooking ingredient by French chefs. Our solid pack was little known. The canners there concentrated tomato flesh into pastes and purees, without seeds, with a very small percentage of water, and without seasoning, which was left to the cook.

Italians brought tomato paste to America. California had an early and large Italian population. California canners were quick to pack tomato paste, which sold wherever Italians were, especially in New York.

Then, the canners improved on the product, for American taste. They added seasoning, and behold they had tomato sauce in an eight-ounce tin, for about half the price of the 20-ounce can of tomatoes. For a few cents, the housewife could get tomatoes as a cooking ingredient, without messy kitchen work, for sauces, meat loaf, stew, pot roast, soup, fish, —everything but stewed tomatoes!

"How long has this been going on!" says many a housewife, reading Hunt's tomato sauce advertising.

For some reason, all these advantages of what amounts to a new



CHAIRMAN AT 39: At age 36, Norton Simon acquired Hunt Brothers, key to this food empire, then stepped up to make way for 34-year-old president.



AGE 34: Frederick R. Weisman is now Hunt Food's promotion-minded president.

American product have been underplayed, so far as canners' advertising is concerned. Hunt Foods simply made tomato sauce kitchen news.

When business people hear that this young company has gained such distribution throughout the country, they say "Ah, youth!" or "There must be some catch to it."

People like simple explanations—even hardened people in the food industry, accustomed to fighting for a corner of the inelastic human stomach.

Those who take the young Lochinvar view remember that Norton Simon has been buying up and consolidating California food companies since 1932, when he started with a small food processing plant in Fullerton, Calif. Now many wonder what young Lochinvar will be able to do in the future in the fiercely competitive business where he has built the second largest canned food company

on the Pacific Coast, one of the largest in the United States. That he aspires to have the largest general food company is no secret.

When Norton Simon acquired control of Hunt Brothers Packing Co. in 1943, he was 36. Now he is chairman of the board, and 34-year-old Frederick R. Weisman is the sales-minded president of the company, credited with much of the strategy that is winning such complete coverage for the Hunt line.

Norton Simon got into the news as a "boy wonder" when he started building up this company—*Time* magazine hailed him as the "Tin Can King."

But even in 1943 he was an old head, since he had been in business almost 20 years, and with widely diversified fields of interest—selling, manufacturing, merchandising and management, in food products, fruit juices, even steel and Diesel engines. Born in Oregon, he left college at 17, for the absorbing, and to him, more educational field of business.

At the start of the war, Mr. Simon owned Val Vita Food Products, Inc., canning company at Fullerton, Calif., south of Los Angeles.

He was watching the pattern of war developing on the home front, with the rise in American incomes brought by wide national employment and war wages.

When people get more money, he knew, they spend more for food—and for better food. Even in high-living-standard America, the mass of the population never has as much nice food as it desires.

Believing that some of these war gains would be held, and reflected in an even higher American standard of living, he prepared to enter the quality food field, building on organiza-

tion for that purpose, to be ready whenever the war should end—and then, some military authorities were thinking in terms of a 10-year war.

The Val Vita line was well-known in the West, but not of the volume or quality upon which to build a national business.

So, Mr. Simon acquired the Hunt company, in Hayward, near San Francisco, with several plants scattered over California. The Hunt label was well known for quality, and the company had some distribution outside the West—in New England, for example, it has had some distribution for many years, but of a spotty character, stimulated by consumers who have discovered the product and insisted on having it.

Canned fruits and vegetables are highly seasonal. In production, there are variations in crops, and therefore in the few months during which each fruit and vegetable is packed. Even in marketing, the pack is sold months ahead, and warehoused, to be fed out according to consumer demand, and sales of processed foods are affected by seasonal supplies of fresh fruits and vegetables.

So, Mr. Simon bought additional food companies, to strengthen his line. The Fontana Food Products Co., bought in 1943, gave macaroni, spaghetti and noodles, closely akin to tomato sauce. The fine old California Conserving Co., 1945, added pickles and condiments. Guggenlime & Co., 1946, one of the oldest and largest dried food processors, added dried fruits, and the Drew Canning Co., acquired the same year, strengthened production capacity for quality canned fruits. A subsidiary, Rocky Mountain Packing Corp., 1945, gave Hunt an entry into the frozen food field.

To save the time, cost and risk of

DRUMMER: Outdoor advertising, such as this in California, and extensive newspaper, magazine and radio coverage spotlight Hunt's tomato sauce. In the East, advertising capitalizes on agricultural California as source of this sauce.

building new brands, he bought old ones. Most of these concerns were brought into the Hunt fold primarily because their products helped to round out the Hunt line.

Last spring, the company had more than 90 separate products. One-third of them were non-seasonal. With 18 plants in the Western states, it was the second largest company on the Pacific Coast in production volume.

And last summer saw the end of an era. War was over, the armed forces were relinquishing their hold upon processed foods, and civilians were again beginning to find them on grocery shelves.

And as the canning season got under way, it was seen that California would break most records in fruit and vegetable canning, especially tomato products.

These expectations were more than realized. California put up nearly 35 million cases of all tomato products, and in every product save one, a record was broken.

That single product falling short was solid pack tomatoes, of which only four and one-half million cases were put up.

Solid pack tomatoes take a great deal of experienced hand work, and the workers were not obtainable in California. In other tomato canning states, there was widespread tomato blight that cut down the crop.

The situation might almost have been made to order for Hunt's tomato sauce strategy, and with production enough to cross the Mississippi, the company decided to prepare to crack the New York market.

That is the biggest sector of the national market.

It is the toughest of markets, almost bottomless in capacity to swallow up promotion work and money, unless there is skillful direction.

But to conquer New York first is the way to win the national market.

So, in the spirit of "Eventually—why not now?" Mr. Weisman laid his invasion plans.

Hunt tossed its hand grenade—tomato sauce.

It was timed to explode simultaneously on the three beaches that are the New York food market—American type stores, Latin trade, and specialty food shops.

Effects were first felt by the New York food distributors. Last spring, Hunt's tomato sauce was offered to local chains and wholesale grocers, who contracted for fall delivery. Nearly 400 chain and wholesale outlets purchased for fall arrival. In the meantime, Hunt opened an eastern sales office in New York City to

closely coordinate sales efforts through their brokers who cover Hunt's chain and wholesale trade.

After chain outlets such as A & P, Gristede's, American Stores, Safeway and Bohack had made distribution to their stores; Miramar Trading Co. and J. Ossola had sold the Italian and Spanish trade; June Dairy and Capt. Post Horse Radish & Pickle Co. had covered the specialty shops, and the other some 400

eight newspapers, including two foreign language papers in New York City with full color or 400-line advertisements, as well as 12 newspapers in the suburban area of Greater New York. These run north to Peekskill, N. Y. and west to Trenton, N. J. There are more than 650 General Outdoor Advertising Co. posters currently featuring the colorful California product. January marks the beginning of Hunt's sched-



INVASION DOCK: Hunt penetrated New York with thousands of cases of sauce.

jobbers had made their rounds, Hunt had practically 100% distribution.

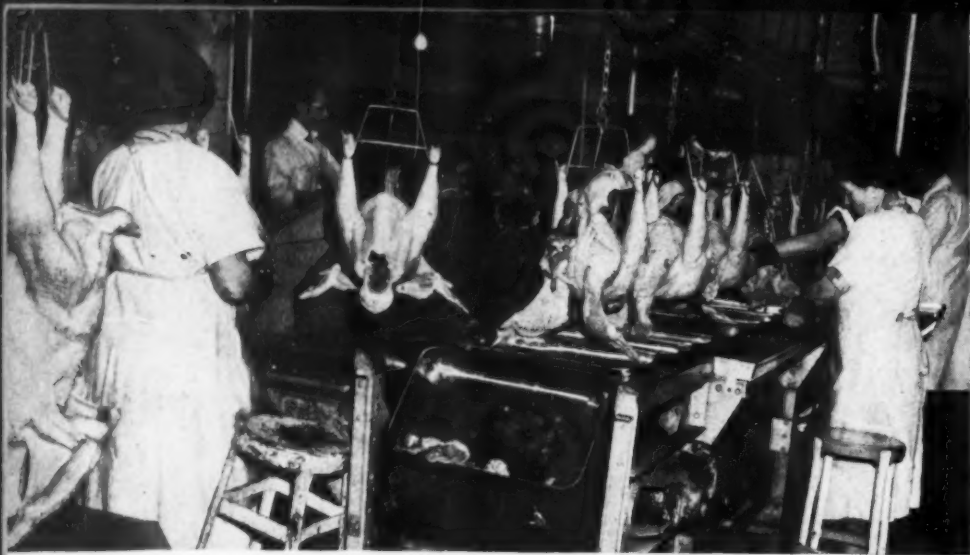
Then consumer advertising broke. In the New York advertising, little is said about the Hunt line. Everything turns on tomato sauce. It is described as a wonderful cooking sauce from California, with prime tomato flavor enhanced by seasoning, a cooking ingredient of endless possibilities that is convenient and inexpensive. Yet, the Hunt line is suggested in the pat slogans, "East or West, Hunt for the Best," and "Look for the Hunt Red Label at Your Food Stores."

The media list is long. There are

ule of 4-color full page features in *Life*, *McCall's* and *The Saturday Evening Post*.

Due to the shipping strike, consumer advertising actually broke before all stores were stocked. Consumer acceptance was immediate.

The seeming ease in cracking the New York market is not dimming Hunt's enthusiasm for selling its full line to jobbers and retailers. Hunt has its plans for training jobber salesmen to help grocers move the Hunt line. This is preparing for the day when a one-cent difference in the per can price will be as important to the consumer as a dollar.



MODERN TURKEY SHOOT: Heavy tom turkeys move along the assembly line (top two photos) where they are cleaned and prepared for sawing into small pieces and packing to a pattern.

WRAPPING DRUMSTICKS: Each package (above and left) of frozen cut-up turkey averages over five pounds and contains a fair division of white and dark meat. The package is printed in dark and light blue, red and yellow, on white stock. The outside is laminated.

A' la Carte Turkey Makes Debut

How Swanson markets frozen, pre-packaged cut-up turkey.

Since the first of November, New Yorkers have had a chance to fatten themselves on turkey without getting fed up with it. They're testing a new food merchandising idea—the cut-up turkey being introduced by C. A. Swanson & Sons, Omaha, Nebr.

Preliminary research indicates that there is a large market for the sale of cut-up eviscerated turkeys. The market is always short on small and intermediate size birds, and the housewife sometimes hesitates to purchase a turkey weighing from 20 pounds up. There are three important reasons: The total cost of the turkey is too much. The turkey will not fit the oven. The family gets too much turkey for days on end. Cut-up turkey overcomes these objections.

Swanson has experimented with methods of cutting and has found it can divide a 24-26 pound tom turkey, New York dressed, into four equal parts. By properly distributing the meat, each package will contain equal amounts of light and dark meat, and a fair division of choice parts. This means, of course, that two packages will contain drumsticks while the other two will contain thighs. The weight of each package will be clearly indicated, averaging five pounds and a fraction.

The cut-up portions are quick frozen. Special recipes have been developed for frying or roasting.

"Economically, the cut-up turkey is very sound," Crawford Pollock, Swanson's sales promotion manager, points out. "The larger the turkey, the greater the eviscerating yield, which, of course, brings our costs down on a per pound basis. This makes it possible for us to pass this economy on to the consumer in a lower price per pound. This will put turkey meat within the reach of all consumers and on a modern, convenient basis."

Distribution in the New York market is through four groups of chain stores and 2,600 independent food stores in the Metropolitan area. The initial distribution is limited by shortage of packaging materials.

SALES MANAGEMENT

SHOWMANSHIP: All sessions of the 25th annual convention of wholesalers of the Armstrong Cork line of linoleum and felt-base floor covering were highly dramatized by skits, slides and films. Shown here is a scene from one of the plays presented by Armstrong employees—"Location Unknown."



"'48 Will Be Too Late!" Armstrong Cork Warns Wholesalers

Dramatized to the minute by skits, sound films and slides, the 25th Annual Convention of the Wholesale Distributors of the Armstrong Cork Company's line of linoleum and felt-base floor covering was held in Lancaster, Pa., December 10th and 11th. Almost 300 people performed one task or another in staging the convention and making it an outstanding success. Consensus: One of the most colorful in the history of the company.

The first wholesale distributors' convention held by the company since 1941, it was attended by approximately 500 distributors, special guests, and Armstrong field men.

Problems, and plans for their solution, of business in climbing back from wartime conditions to the launching of full-scale peacetime operation highlighted the two-day program. "'48 Will Be Too Late!" was the theme set for the convention by C. N. Painter, vice-president and general sales manager of the Floor Division, in his opening address. Next year will be "one of those great years of decision . . . one of those all-important turning points in the industrial and economic history of this Nation," he forecast.

Following Mr. Painter's welcoming address the first day of the convention was devoted to discussions on problems of general business management, sales management, an address by H. W. Prentis, Jr., com-

pany president, a tour of the Armstrong Floor Plant and Research Laboratories, an informal reception and annual banquet.

J. H. Binns, assistant general sales manager of the Floor Division, with H. C. Hambleton, sales statistician, Floor Division, summarized some of the problems in planning for 1947. Mr. Binns explained how war conditions had changed the normal primary responsibilities of management and pointed out that "management has been retired from the ring for five years. It isn't going to be easy to crawl back through the ropes again and assume all of the responsibilities of a tough competitive battle." There are a number of management problems and responsibilities that must be met now he urged. These include estimating "how much of what kind of business you're going to be doing in the years ahead; deciding how much operating capital you're going to need, and where volume is coming from after competition really comes back." Mr. Hambleton demonstrated methods to estimate volume.

Dramatized with a skit "Everybody Loves Us Now," assistant sales manager Kenneth R. Stephenson's talk emphasized that one of the wholesalers' biggest problems was sales management. "The conditions of the last five years have destroyed initiative, dissipated the efforts of years of training and experience, and left every sales manager with as many

personnel problems as he has salesmen. . . . Sales management's number one job for 1947 is going to be setting up a training program to re-educate your men."

Mr. Prentis in his talk, "America Tomorrow," reiterated the point that 1947 will be a crucial year, pointing out some of the governmental, political and financial problems that are present and must be solved for the future good of business and the country. "Perhaps the greatest problem that faces any business manager is the creation and maintenance of *esprit de corps* in his organization," he told the wholesalers. "No matter how good the plant and equipment may be; no matter how excellent the raw materials and product engineering; no matter how much capital may be available, it is 'the spirit that quickeneth.' And no organization can achieve high efficiency unless there is a dominant loyalty to the corporate organism of which the employe is part."

"The present inequality in bargaining power is driving a wedge between the employer and his employees which makes it increasingly difficult for even the best intentioned management to develop and maintain such loyalty. Yet the spirit and willingness to do, growing out of loyalty to the enterprise of which one is a member has been one of the major factors contributing to the driving power of our American economy. . . .

"It is not, I believe, too much to assert that the future of the whole international situation depends very largely on what happens here in the United States in the immediate future. If we can demonstrate by national unity and greater production that the American system of private competitive business can be even more effective than it has been in the past, then the world-wide trend to collectivism will receive a definite check, and the friends of freedom everywhere will rejoice. . . .

"Fortunately, there is no cause for despair. The uncertainty itself is a challenge. As free men, we hold our future in our hands. Of one thing we can be sure, America tomorrow will not remain the land of the free

duction superintendent, Floor Plant; Embossed Inlaid: C. E. Zwalley, superintendent, Linoleum Department; Calender: J. A. Phelan, general foreman, Cement, Cork, and Calender Operations; Felt-Base: F. M. Frantz, superintendent, Felt-Base Department; Inspection, Finishing, and Sundries: J. H. Morrison, assistant plant manager; D. H. Miller, superintendent, Inspection and Finishing Departments; Research Laboratories: Edmund Claxton, director of research, Armstrong Cork Company; Dr. Warren Stubblebine, Linoleum and Plastics Section head, Floor Division.

Kenneth O. Bates officiated at the annual banquet.

Wednesday's session was opened

senting samples of the Armstrong patterns for 1947.

Speaking on "The Future of the Armstrong Cork Company," C. J. Backstrand, the company's first vice-president, summarized the growth of the company and its recent developments in carrying out a progressive program. "We face the future with a feeling of calm assurance in the ultimate destiny of this company. . . . I am constantly inspired as I think back over the history of this company, established well over three-quarters of a century ago . . . an institution to which men and women could devote the work of their whole lives, secure in the knowledge that what they helped to build would live on beyond them and give to other men and women, still unborn, that same sense of stability and pride. We intend to keep this company that kind of an institution."

Radio Show Is Rehearsed

E. C. Hawley, director of advertising and promotion, presented Armstrong's 1947 advertising program—"Mr. and Mrs. America." His talk was dramatized with a regular Wednesday rehearsal of the Armstrong Theater of Today play for the weekly Saturday radio show. Mr. Hawley himself directed the rehearsal which was complete with the entire production staff, including orchestra, the Armstrong Quaker Girl, announcers, and radio actors including Glenda Farrell, stage, screen and radio star, who played the lead in the week's Theater of Today.

Four wholesalers were elected to serve on the 1947 Armstrong Cork Company Floor Division Policy Committee which is composed of four sectional representatives of Armstrong wholesalers and four members of the Floor Division management. The new wholesaler members are North Atlantic Section: Harry Moskowitz, Jersey Carpet Corp., Passaic, N. J.; South Atlantic Section: Thomas J. Manogue, William Bird & Co., Charleston, S. C.; Central Section: C. W. Hyde, Griffith Distributing Corp., Cincinnati, O.; Western Section: J. D. Alexander, William Volker & Co., Omaha.

Armstrong Floor Division members of the Policy Committee are C. N. Painter, vice-president and general sales manager; J. H. Binns, assistant general sales manager; Kenneth R. Stephenson, assistant sales manager, and J. H. Marshall, Floor Plant manager.

Plans and policies for the coming year were outlined at the close of the convention by Mr. Painter. The

SALES MANAGEMENT



THE WAREHOUSE will be important. Distributors showed great interest in this model presented by the Armstrong Bureau of Merchandising.

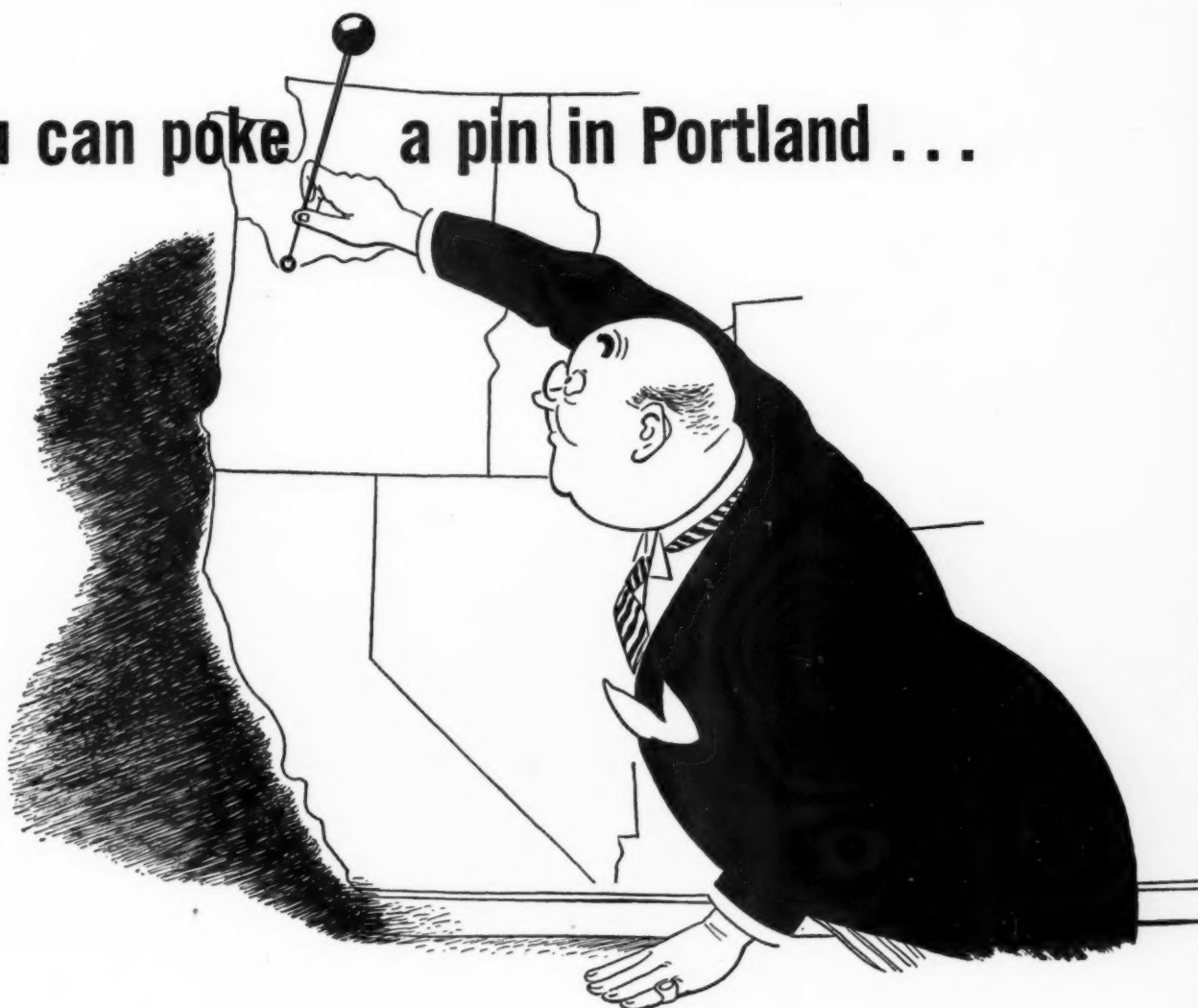
unless you and I and millions like us highly resolve that our days of complacency and apathy toward public affairs are ended and that from this time forward we will never forget Herbert Spencer's pithy advice: 'What I need to remember is, how infinitesimal is the importance of anything I can do, but how infinitely important it is that I should do it. . . .'

Following Mr. Prentis' address delegates and guests were conducted to six different departments of the Armstrong plant where factory production executives explained what is being done and had been done to meet the production schedule for 1947 and the future. Executives who took part in the colorful and well organized tour: H. J. Marshall, plant manager, Lancaster Floor Paint; Rotary Inlaid: A. W. Colley, general pro-

duction superintendent, Floor Plant; Embossed Inlaid: C. E. Zwalley, superintendent, Linoleum Department; Calender: J. A. Phelan, general foreman, Cement, Cork, and Calender Operations; Felt-Base: F. M. Frantz, superintendent, Felt-Base Department; Inspection, Finishing, and Sundries: J. H. Morrison, assistant plant manager; D. H. Miller, superintendent, Inspection and Finishing Departments; Research Laboratories: Edmund Claxton, director of research, Armstrong Cork Company; Dr. Warren Stubblebine, Linoleum and Plastics Section head, Floor Division.

E. H. Bryant, manager, Wall Covering and Sundries Department, Floor Division, spoke on "Wall Covering and Sundries," with Harry S. Humphreys, director of design, pre-

you can poke a pin in Portland . . .



but can you be there tomorrow?

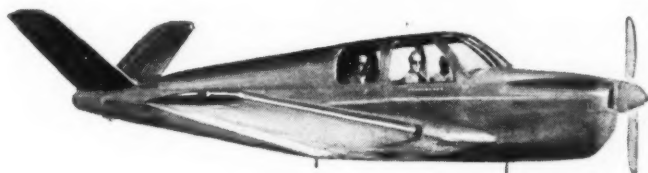
It's not hard to expand your sales and distribution plans on a wall map.

You just put a distributor here, a district manager there, a warehouse somewhere else.

But to turn those pins into *sales results*, you'll want to get out and track them down—visit each town personally. That's where the Beechcraft Bonanza comes in, adding speed, utility and efficiency to any sales manager's traveling plans. An airplane specially designed for the business executive, it banishes the red tape of time-tables, reservations, connections, and the other restrictions of scheduled transportation.

The Bonanza speeds you at nearly 3-miles a minute between destinations where no other transportation is readily available. It easily clips hours—and often days—from the non-productive travel time of sales executives. And it saves you money. With the plane in regular daily use, the actual direct operating cost can reach as low as 1¢ per passenger mile.

The nearest Beechcraft distributor will help you appraise the value of the Bonanza as an integral part of your company's transportation system. Ask him about it. Beech Aircraft Corporation, Wichita, Kansas.



Built for Business

Four luxuriously comfortable seats.
Sound-proofed—quiet as an open-window car at 55!
175 mph cruising; 750 mile range at 165 mph.
Fully equipped—radio, lights, flaps, etc. \$7,345 F.A.F., Wichita.

BEECHCRAFT
BONANZA
MODEL 35

Armstrong Cork Company "will do everything in its power to keep the price level at the lowest possible point," he told wholesalers. "I am sure . . . that no industrial problem that anyone can face today is more difficult than that of pricing. The difficulties are enhanced by the fact that the end result of pricing goes beyond the bounds of industry itself and has implications that touch upon every aspect of this Nation's whole economic life. In times like this it is essential that pricing be based on long-range thinking and clear-cut policy.

"While it is essential to establish prices that realistically reflect cost, Mr. Painter pointed out, "it is also essential to hold those prices at the lowest possible point in order not to restrict the market and to do everything possible to keep from bringing about consumer resistance at the retail level. . . .

"Certain price changes are being made. Those changes arise from a second phase of our pricing policy from which we were forced to depart during the OPA period. Here is the policy to which we are now allowed to return: We believe that every

product should be priced in strict accordance with the cost of that individual product. We do not believe in letting one product, or a group of products, hold an umbrella over another product—or hold an umbrella over our competitors. In aggressive competitive selling—and I can assure you we're going to be aggressively competitive—the sound economic pricing of every product is essential. The horizontal price increase allowed us under OPA inevitably brought about a certain amount of uneconomic pricing. Those inequalities are being corrected in our new price list."

New Products on the Way

Speaking from a production standpoint, Mr. Painter told wholesalers that "we are stronger than we have ever been before—and we're going to be stronger still during the year ahead. . . . We're optimistic—and we're putting a lot of money on the line to back up that optimism. . . . New products are on the way. We confidently expect that after a long series of heart-breaking delays that we'll have Corlon on the market in the late spring. That will tap the market for a deluxe or luxury floor covering. At the low end of the line we'll have Accoflor—to fill the gap between felt-base and Light Gauge Linoleum, when a low price utilitarian type of flooring is required. . . .

"Research," Mr. Painter said, "is quite far advanced on other flooring products which do not require linseed oil as a drying agent. When fully developed they will make us far less dependent on imported raw materials than we are today. . . .

"We are conscious," Mr. Painter said in closing the convention, "of the responsibility that rests upon us for the preservation of those things in our traditional method of operation that have been such vital factors in our success. By no means the least important of those factors is our unswerving faith and a deep conviction in the fundamental soundness of the wholesale method of distribution. Coupled with that faith and belief is the conviction that the type of close personal relationship that is exemplified by this convention is a priceless asset that must not be lost. . . .

"But, at the same time that we cling to the lessons that the last quarter century has taught us, we pledge you that we will keep alert to the necessity for constantly adjusting our tactics to fit changing conditions. We pledge an open-minded viewpoint for the consideration of anything that any one of you may suggest for the mutual good of all."

SALES MANAGEMENT



BUYERS AND SELLERS OF CHEMICALS AND RELATED MATERIALS FIND CURRENT ANSWERS TO THESE QUESTIONS EVERY WEEK IN OPD

With supply far short of demand, and the lid off prices, subscribers' use of OPD is at the highest point in its history. This authoritative source of market information is vital to all businesses that buy process materials.

And for 75 years OPD has served exactly this function for buyers and sellers of chemicals who are forever concerned with changing prices and supply trends.

Each week OPD lists 5-6,000 current market quotations for chemicals, oils and drugs.

Additionally, OPD reports other important buyers' and sellers' information, including imports, WAA surplus materials offerings and market conditions for specific materials, grouped for the readers convenience.

IMPORTANT: When any kind of news originates in your company that buyers of materials ought to know about, please make sure that OPD editors receive full information.

Oil, Paint and Drug Reporter

Cleveland 22; H. G. Seed, 17717 Lomond Blvd., Long. 0544
 Los Angeles 14; The Robt. W. Walker Co., 684 S. Lafayette
 Park Pl., Drexel 4388; San Francisco 4; The Robt. W. Walker
 Co., 68 Post St., Sutter 5568

SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.

Kodak



Preview of Peru_

**...why SALES FILMS
make an ideal
advertising medium for
transportation companies**

THEY make things or places so real . . . that's why sales films do such an effective selling job for transportation companies. And that's why they'll help you move your line faster . . . whatever it is.

With films, you can show your product being made . . . being tested. You can show it in motion . . . in full color . . . and with sound. A showing that no other advertising medium can match . . . for realism . . . and buyer responsiveness!

Now at their best. For the film industry, the last few years have been a period of great ad-

vances . . . advances in production technic, in the manufacturing of projection equipment, in distribution methods. As a result of these advances, sales films are today at their best as an advertising medium.

Just the time, wouldn't you say, for you to start using motion pictures and slide films for all they're worth? Well, then, call in a commercial producer . . . get him to help you start planning your own sales films at once.

**EASTMAN KODAK COMPANY
ROCHESTER 4, N. Y.**

Sales Promotional Films

...another important function of photography

AHREND CLIENTS HAVE WON
21 NATIONAL AWARDS IN THE PAST 4 YEARS

1892



'Twas a balmy summer evening
In the nineties—(oh so gay!)
When Beau Ahrend to Direct Mail
Vowed he'd always feel that way.

Through a long and happy mating.
They prospered and they grew—
Making friends and winning plaudits.
Thanks to you, and You and YOU.



1947



As they start their 55th year,
They're still young and full of pep.
With ideas that have folks saying—
"RESULTS have built their solid 'rep!'"

Happy New Year!

D. H. AHREND COMPANY
Creative Direct Advertising

333 EAST 44th STREET · NEW YORK 17, N. Y. · MURRAY HILL 4-3411



**Satisfied
Customers
are my
business!**

In and around Long Beach, California,
our dealer organization,
including 1000 boys, daily distributes
over 84,000 copies of the Press-Telegram;
delivers it to the door of more than
2 out of 3 Long Beach homes.
And that isn't all. We know that when
the newsprint situation improves
there'll be lots of new customers
to satisfy. Yes, sir, we Press-Telegram carriers
have a real job ahead!

*November, 1946, average, daily and Sunday.

Long Beach Press-Telegram

WILLIAMS, LAWRENCE & CRESMER, National Representatives

Chevrolet Edits News Letter for Dealers

Published bi-weekly, it will
keep dealers abreast of
news in company and in-
dustry.

A bi-weekly news letter service to
its dealers was inaugurated on
November 4 by Chevrolet Motor
Division, General Motors Corp.

Compiled and edited in the Chev-
rolet Central Office at Detroit, and
supplemented by local news in the
eight Chevrolet regions and 37 zones,
the news letter is intended to provide
Chevrolet dealers with news of the
industry, and particularly news of
Chevrolet, while it is still news,
T. H. Keating, general sales man-
ager, states.

Typical items from the first issue,
for example, included statistics on
Chevrolet production, trend among
dealers to separate passenger car
service and truck repair departments,
outlook for anti-freeze, production of
Chevrolet radios, instrument panel
control, heater production, outlook
for copper, safety feature of rear
door lock on Chevrolet cars, 1947
direct-mail program on service, truck
production increasing, attendance at
zone meetings, formulation of a state-
ment of dealer policy on waiting lists,
accessories sales, prices, etc.

The news letter is published ex-
actly at 4:00 p.m. every other Mon-
day and is immediately put on the
GM network and teletyped to the
eight regional offices. There it may be
supplemented by a bit of local news,
it is duplicated, and copies are sent
by air mail, special delivery, to the
37 zone offices. The zone offices add
a supplement, if they see fit, then
mail the letter to all dealers. The
latter should receive it by noon,
Wednesday.

A special letterhead has been
adopted for the news letter and a
supply has been furnished regional
offices. Someone at each regional and
zone office has been designated to
handle the letters.

Copies are also distributed to de-
partment heads and officials at the
Chevrolet Central Office. Total cir-
culation is approximately 8,000.
Myron E. Scott, assistant advertising
manager, edits the news letter.

"U. S. radio set production for
1946 should exceed the 1941 all-time
high of 13,650,000 sets."—R. C.
COSGROVE, president, Radio Manu-
facturers Association.

SALES MANAGEMENT

Ultimate Umpire

The Herald-American has a vital interest in the local scene. It takes a militant attitude and forceful editorial action against any abuses of minorities. It is on constant guard against any infringement of the rights of free men.

This policy has won for it the loyal support of alert, responsive Chicagoans. These people buy and read the Herald-American in their homes some half million strong each evening to make up Chicago's largest audience at that vital time of day.

This same strong appeal holds these and some 500,000 more readers together on Sunday to total well over a million readership on that day of rest.

Such an audience by character and by numbers means business to advertisers whose copy comes to their attention. They are a vitally important segment of the Chicago public ...the ultimate umpire on sales.

Herald CHICAGO American
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

EVENING AND SUNDAY

Nationally Represented by HEARST ADVERTISING SERVICE



DESIGNING TO SELL

(Captions read counter clockwise)

SKI-BIKE: The lightweight combination ski and bike unit consists of a bicycle seat and steering rod mounted on a pair of laminated hickory skis. It weighs only 12 pounds and can be stowed in a car. Made by Ski-Bike Corp.



NEW COFFEE MAKER: Named the "Sheraton," it is equipped with chromium plated self-timing electric stove and neckband, moldex collar, handle, upper bowl cover, decanter cover, and Dippex coffee measurer. It comes with a special flavor-guard filter. Newest in the line of The Silex Company.

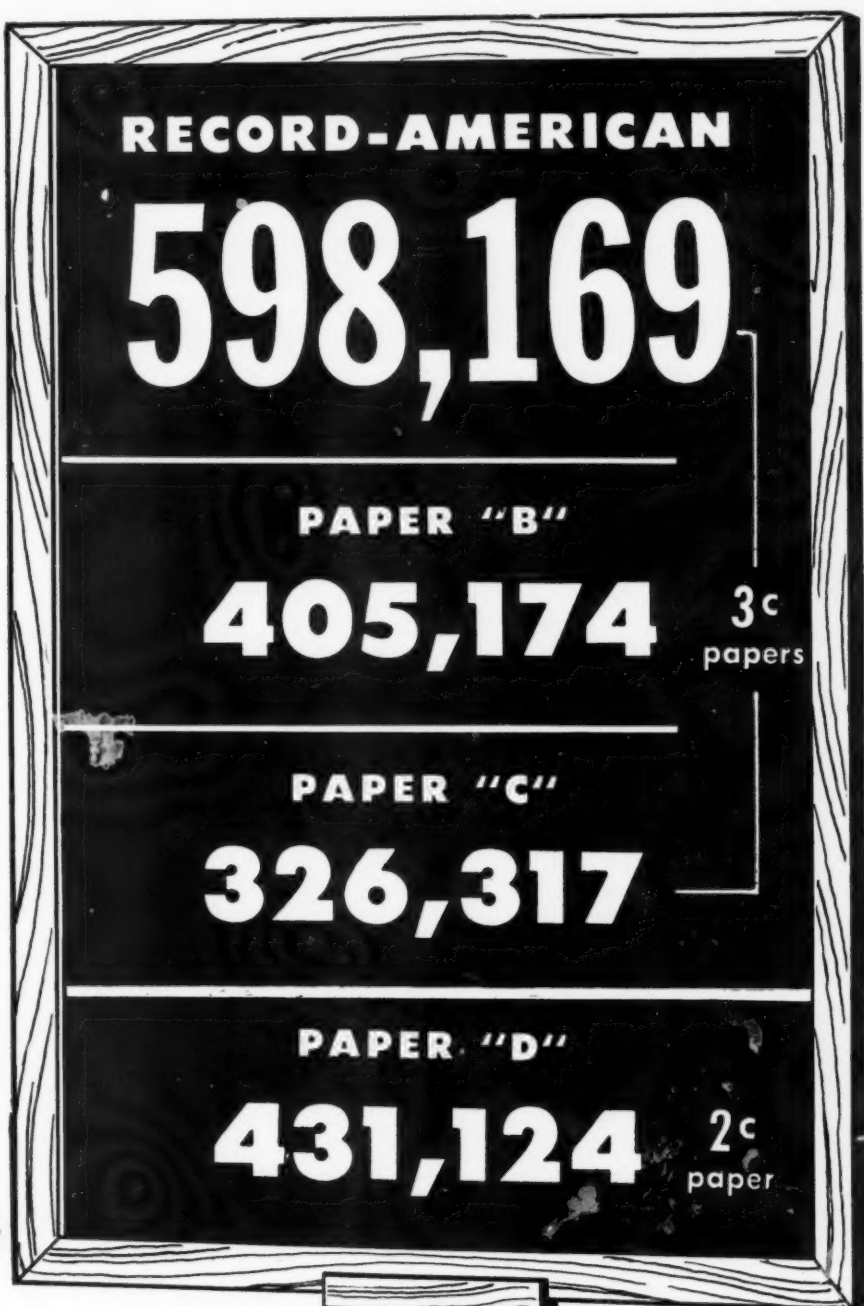
WHIPSTER: Sullivan-Waldron Products Co. is introducing a new kitchen device which whips cream quickly and also may be used for mixing and blending various ingredients. Carton has a colorful design, printed on foil.

BRIGHT STAR VALU-PAK: Bright Star Battery Co. is offering its two-cell plastic flashlight and two batteries in a crystal-clear plastic box. The box may be put to use as a cigarette, handkerchief box or trinket container.

DUAL SWIVODEX: Newest model in the line of the Zephyr American Corp. features two ink wells. Well for black ink has black cap and pen and the well for red ink has red cap and pen. Available in moulded ebony plastic only.



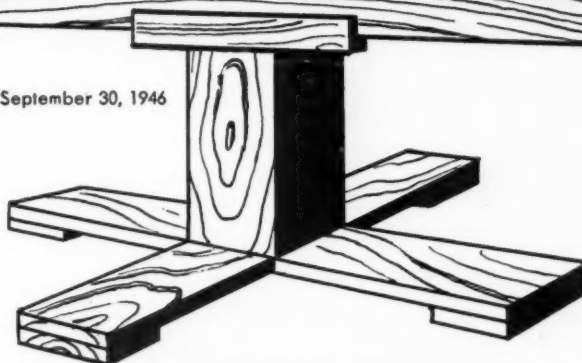
Biggest lead ever *in Boston*



A.B.C.-Publishers statement, total net paid, 6 months ending September 30, 1946

P.S. Each of the four major
circulation units above is sold
only as a
COMPLETE UNIT!

**BIGGEST SUNDAY CIRCULATION, TOO,
Sunday Advertiser — 660,440, leading
second Boston paper by over 240,000.**



REPRESENTED BY HEARST ADVERTISING SERVICE

RECORD-AMERICAN

SUNDAY ADVERTISER



Many thousands of America's Most Successful Sales and Distribution Executives Consider Our Maps

Indispensable Tools for Market Planning, Sales Control and Efficient Distribution in the Large Markets

For nearly a quarter of a century we have been "preaching" the thorough coverage of 87 vital markets. Down through the years many of America's most successful merchandising executives have used complete sets of our 87 maps with phenomenal results. Over and over again the leading Sales Managers of this nation have explained to us that our maps have been the secret formulae of their success. Very briefly we would like to tell you why. It is perhaps possible that thorough coverage of 81% of America's purchasing power warrants your consideration. "A picture (of any market) is worth 10,000 words." There is no substitute for complete territory breakdowns and careful checking of outlets throughout these 87 areas containing, let us again repeat, 81% of the nation's purchasing power. There are over 500 square miles in many metropolitan centers. Almost any fifty square mile area in the large metropolitan markets contains more purchasing power and more people than five of the thinly populated western states.

In case you have the responsibility of merchandising anything commonly purchased and generally distributed to the American Public, do not neglect any part of any one of these 87 vital markets. The use of our maps for territory breakdowns and a careful check of your outlets is the only positive way to be sure you are not neglecting any area with more purchasing power than five western states.

Eighty-seven beautiful, practical wall maps (44" by 65") of Principal U. S. Markets which include the geographical areas containing over 81% of the Nation's purchasing power. Every street in all large American Cities alphabetically indexed and mechanically located.

Three FREE territory marking pencils furnished with each map. All markings can be erased just like chalk on a blackboard from the cellophane finish on our Maps, as territories change.

PLUS

THE FINEST AND MOST POPULAR U. S. MARKETING MAP PUBLISHED (With white and black background or in color with topography.) Mechanical index locates instantly any municipality or county.

FIRST—IN Quality, IN Clarity,

IN Accuracy, IN Popularity

Any map of any large American Market sent on 10 DAYS FREE TRIAL
Price \$42.50 Each

Brochure upon request, containing detailed descriptions of these vital markets and FREE United States Map showing their location. No Obligation. Salesman will NOT call, unless YOU request interview.

HEARNE BROTHERS

DETROIT 26, MICHIGAN

Over 100,000 American Business Firms Use Hearne Maps

Shop Talk

Stories of the Year: If you enjoy fishing, you know the thrill of a strike . . . that live current of electricity that runs up your arm and zigzags down your spine, that testimony to your skill and your choice of bait and your appreciation of just which fly will interest the fish in the stream. Well, we feel something of the same thrill on SALES MANAGEMENT when subscribers load our mail, ring our phones, and pull our latchstring in response to some particularly good feature article that has appeared in our pages.

Looking back over the year 1946, half a dozen pieces embodying good reporting, intelligent analysis, or helpful interpretation, stand out because of the extraordinarily high decibel volume of applause from readers. Running neck and neck for largest volume of mail and requests for reprints are Jack Lacy's "What Makes a Star Salesman Tick?" (May 1) and Arthur Hurd's "How to Increase Sales Through Better Media Selection" (November 20, December 1 and 15). In the race to show are "Morale in the Sales Force: What Can We Do to Keep It Healthy?" by R. L. Cain (February 15) . . . "What Traits Make A-1 Salesmen?" by Edwin G. Flemming and Cecile W. Flemming (March 1) . . . "Advertising: Luxury or Investment? Hormel Gives Employes the Facts," based on an interview with Henry Haupt of BBDO (March 15) . . . "Sales Strategy that Opened a Rich New Market for Rit," based on an interview with Philip H. Schatz (August 1) . . . and John Allen Murphy's group of four articles on management decentralization (October 1 and 15, November 1 and 10).

These articles are all rich red meat stuff. It would be impossible to attempt to pick the standouts from other classifications on our editorial menu, so varied are the interests and responsibilities of the SM audience. I do not expect to be accused of over-statement, however, when I say I believe the articles listed above should have been worth many times the price of a year's subscription. And they appeared exclusively in SALES MANAGEMENT.

Answering the Why: Few businesses have a greater opportunity to build sound public relations than the transportation people . . . and few are doing less about it. So I was quick to notice this little placard posted in the interior of a Yellow Cab in several cities I visited recently: "There's a good reason if an empty Yellow Cab passes you by. The owner is following a direct order from a dispatcher or road superintendent or is returning to the garage. We wanted you to know." . . . Paraphrasing Elmer Wheeler, "Take a minute to say 'no.'" . . . graciously.

Date Line, January 15: The SALES MANAGEMENT survey on menu-planning and food-purchasing habits I mentioned some weeks ago is now ready for publication, will appear in the next issue. The report will provide some answers to such questions as: What happened to 75 customers Del Monte lost because they couldn't supply dealers? How many of these customers will probably come back? About what types of grocery products are women most opinionated as to brands? Are women hoarding? How high in the ladies' estimation does the typical chain store food advertisement (long lists of items and prices) stand? Are the optimistic statements about the future market for frozen foods justified? And how satisfactory to the consumer are coffee concentrates?

"Never Underestimate . . . etc.:" Neckties, one of the few items of a man's dress in which he can express his personality, are generally chosen for him by a woman.

This fact, suspected by us for some time, is brought in by one of

SALES MANAGEMENT

our mid-town operatives, properly documented by a new survey made by Raxon Fabrics Co. and adorned with the engaging title of "What's America's Tie-Q?" From replies received from some 2,000 retailers throughout the country, it was learned that 67% of men's ties are purchased by women.

But while women buy men's ties frequently, they also buy them sparingly, the little punch cards reveal. The average woman buys only one tie at a time; the average man (when he gets the chance) buys two. Women most often first specify pattern, then color. Men reverse the procedure. On a nation-wide basis, red is the favorite of both sexes. Blue's and brown's are about evenly matched for second place, with green's coming in third. In some localities the order of preference varies and there is even a difference in the first choices of men and women. In Colorado, for instance, although red's are the favorite with men, blue's are the ladies' choice. In many of the New England states, blue is the favorite for both men and women. In Missouri, Kentucky, West Virginia, Minnesota and Arizona, brown's are the first preference for both sexes. New Yorkers, always rugged individualists, professed a great liking for gray with bright color accents.

Maybe it's a trend: The \$1.50 tie is the most popular, but many stores reported that the majority of their customers were quite willing to plank down two or two-fifty provided they can express their personalities in large splashy patterns. The dealers didn't say whether there were all men of distinction, or just an average crowd headed for the race track.

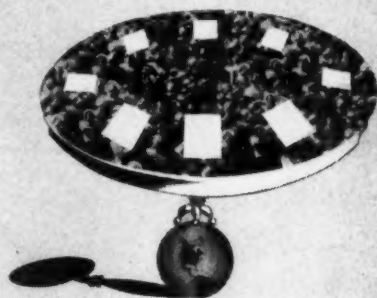
The Missing Credit Line: SALES MANAGEMENT's field editors are instructed to include, in their reports, credit lines to all suppliers and service organizations which have a hand in any newsworthy project up at the moment for examination. Now and then they are omitted at the specific request of the company client. But, as a matter of principle, we believe in giving credit wherever it is due. We hasten—albeit belatedly—to supply a credit postscript to two articles which appeared in the December 1 issue. Gardner Displays were responsible not only for the spectacular "Aluminum Living" show now being staged in leading department stores by Aluminum Company of America, but also for the design and furnishings of the Atlas Supply Company's flying showroom.

Among My Souvenirs: I yap, ever so often, about the many opportunities neglected by the railroads to increase passenger enjoyment of travel. But I'm quick on the up-take to spot good transportation salesmanship when I see it. In the bale of material I brought back from my recent western trip I have a simple folder called "Your Daylight Trip," which is given by the Southern Pacific to every passenger traveling on one of its famous San Francisco-Los Angeles runs. It includes a relief map of the beautiful country through which the train travels. It summarizes the special service features: meal service, tavern car, maid, air conditioning, radio, and the availability of a roving passenger agent who can answer questions. But the best idea of all is a complete, timed itinerary, listing all the cities and towns on the route, and providing a paragraph of "background." Examples: "San Luis Obispo: Halfway point on your trip. Both Daylights meet just north of the city. An old Spanish town, its Mission was founded in 1772. California Polytechnic College, the state college for agriculture and industry, located here." The added touch of good selling that goes along with this printed promotion is a series of brief announcements over a public address system, which tell you that you are now traveling through "the prune and apricot country," or through the "salad bowl of America," or "through the sugar beet country." The Southern Pacific people who man this train act as though the trip were the most important journey the passengers were ever privileged to make—and plenty of the travelers de-train with the conviction that it is.

A. R. HAHN
Managing Editor.

JANUARY 1, 1947

the round table that covers the merchandising world



Around this table are gathered
more than a hundred
merchandising interpreters
... the editorial staffs of the 9
Haire Merchandising Papers.
Ideas and facts gathered first
hand from America's market-
ing centers are translated
here for each Haire Paper, so
that it enjoys profound
reader confidence that carries
over from the editorial to the
advertising pages.



Sour Notes in Our Selling English

BY DR. JAMES F. BENDER • Director, The National Institute for Human Relations

These grammatical lapses were compiled from the speech of salesmen in sales training classes. Draw whatever consolation you can out of the fact that they "read" worse than they sound. If they nudge you into a checkup on your own salesmen's speech—that's all to the good.

Good grammar is like good appearance: neat, but not gaudy. Just as salesmen key their dress to that of the men on whom they call, so they can find a language clue in the idiom of the educated people in their territories. Salesmen should remember that a double negative is as obvious, and as offensive, as a gold incisor or a spotted suit.

Good grammar never attracts attention to itself. It is only a vehicle to convey thoughts and feelings effectively. Stilted and outmoded forms are as out of place in a sales interview as a morning coat. For instance, "It is me" has become accepted through usage, so that now "It is I" sounds stiff and forced to many.

The degree of grammatical finesse required varies somewhat with the situation. A doctor is accustomed to different speech from that of a mechanic. Even if the salesman's prospects are truck drivers, he will be more persuasive if he does not take unusual liberties with syntax. And his company's reputation will not suffer.

What are some of the language abuses guaranteed to land the salesman a cold shoulder? A list of errors lifted out of the mouths of salesmen was presented by the author to 50 buyers of large companies. The buyers were asked to indicate which sentences riled them. All 50 agreed the following atrocities should be outlawed:

1. I don't like detailing in snowy weather *nohow*.

2. *Aren't I right?*

3. I had *awoken* before the alarm clock went off.

4. I *haven't hardly* any more samples with me.

5. He always *drunk* too much.

6. He stared at me and *says*. . .

7. That *there* item is a winner.

8. That *ain't* (*hain't*) right.

9. A buyer *whom* I know was a friend of mine got fired.

10. Last week I was doing *good*, but this week my sales fell off.

11. The men *which* were here before me weren't so lucky.

12. Our company quartet *sung* very well at our annual banquet.

13. My boss *he* said to give you his regards.

14. He shouldn't *of* done that.

15. *One* of our salesmen *are* going to the convention.

16. I won't be able to sell him *without you* recommend me.

17. If I *was* you, I'd order more at this time.

18. The shipment hadn't *came* yet.

19. Have you any more samples with you? . . . No, not *none*.

20. He *don't* seem well today.

21. *Them* orders you gave me last year made me top man in my territory.

22. Our competitors couldn't defend *themselves* in the suit.

23. So, we went and *done* it.

24. I'm *more happier* since seeing you.

25. They tried to *learn* him to do better.

26. It must have been something I *et*.

Thirty-five buyers disliked these:

27. I've got only a little *ways* further to go today.

28. Where were we *at*?

29. The *party* who recommended I come to see you is an old friend.

30. He had to go and *lay* down.

31. He was *raised* in the West.

32. *These* kind of order blanks are hard to fill out.

33. The former salesman was shorter than *me*.

34. That's a problem to be solved between you and *I*.

35. Either Smith or I *are* going to be promoted to divisional manager.

36. I *seen* him break many records.

37. There will never be products like these *no* more.

38. Of the two, this one is the *least* expensive.

39. I'd *sure* like to meet him.

40. That was the reason for *me* leaving the company.

41. We *haven't but* a few left.

42. *Yourself* and your partner are my guests.

43. *Say*, do you know what I'll do?

44. Well, that's *going some*.

45. That's *kind of* ridiculous, don't you think?

46. He did it *like* he told me.

47. He *most* always asks about you.

48. He didn't do so *bad*.

49. The party left me *busted*.

50. Everybody should send in *their* orders on time.

51. I *expect* he knows what he's talking about.



Correspondence Course on SAN FRANCISCO



This Fighting Editor stayed on the job for 91 Years after he was murdered!

And James King of William, San Francisco's first crusading editor, is "on the job" today! His courageous ideals still keynote the editorial policy of today's *Call-Bulletin*.

James King of William founded the *Daily Evening Bulletin* in 1855, and immediately launched his fight to bring law and order to the city by the Golden Gate. His fearless pen defied the underworld characters, answering their every threat with new disclosures of their evil and corrupt practices.

On the afternoon of May 14, 1856, Supervisor James Casey, a leader of the lawless element, ambushed the fighting editor at the corner of Montgomery and Washington streets, and shot him down in cold blood.

James King of William was dead. But a new era of vigorous journalism was born in San Francisco. Seven months later a group of printers started the *Call* and its voice was added to that of the *Bulletin* in San Francisco's continued and successful struggle for good government and a free press.

Carrying on in the tradition of James King of William, the present day *Call-Bulletin* is a combination of the two oldest newspapers in San Francisco. Proud of this heritage, the editors are equally proud of *The Call-Bulletin's* youthful outlook and enterprising leadership in printing the newspaper that is read daily by more San Franciscans than any other newspaper.

FACULTY MEMBERS for this Course on San Francisco are ready to give you personalized assistance on your San Francisco marketing problems. They are attached to the offices of PAUL BLOCK and ASSOCIATES.

To enroll in this Correspondence Course of interesting and factual lessons about San Francisco send your name and address to

The CALL-BULLETIN
San Francisco's Friendly Newspaper

WOC

"It's a Happy
New Year!
WOC is now
Basic NBC!"



QUAD
Cities

**DAVENPORT, ROCK ISLAND
MOLINE, EAST MOLINE**

Since 1942, Hooper surveys have shown that only WOC delivers the Quad-Cities . . . the largest metropolitan area between Chicago and Omaha, and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

5,000 Watts, 1420 Kc.
Basic NBC Affiliate

B. J. Palmer, President
Beryl Lottridge, Manager

WOC

DAVENPORT, IOWA
National Representatives:
FREE & PETERS, Inc.

52. She knows it to be *he*.
53. Do you wish for another gross?

Twenty of the more particular buyers didn't care for these:

54. The model has already begun to *date*.
55. He was *good and sore*.
56. He was always *enthused* about something or other.
57. My *folks* always lived in a double house.
58. To *intently* listen is an excellent selling technique.
59. *Between the three* of us something should be worked out.
60. He is different *than* me.
61. I read in the magazine *where* many more salesmen are needed.
62. *Everybody's else* business is good.
63. He works *mornings* only.
64. He *can't seem* to understand our attitude.
65. Success is *when* you exceed your quota.
66. He has *gotten* a new sales manager.
67. *One* can always do as *he* is instructed.

68. This order is not *so* large as the last one.

69. My watch is being *fixed*.
70. He was *proven* right many times.
71. That's *awful nice* of you, Mr. Smith.
72. He told me I should *try and get* the order.
73. None of the small ones *are* available.
74. Our weather is especially *healthy* in the fall.
75. As *regards* this item.
76. They *had* ought to order more.
77. *Leave* me alone until I write this report.
78. Neither buyer nor seller *want* inflation.
79. The consensus of *opinion* was unanimous.
80. The reason is *because* of the shortage of raw materials.
81. *Due to* the train he came late.
82. He is *apt* to go in a hurry.
83. He's *liable* to go to training school.
From this it may be inferred that most buyers prefer salesmen who speak English.

Sales Soar...



ONLY WHEN YOUR CUSTOMERS SEE YOUR MESSAGE

Through these distinctive highway displays you can cover all highways leading into your sales areas . . . and cover them as intensively as your needs demand. Your displays, where *you* want them, *not* where sign frames are now standing. Select your locations today. We will be glad to send you information showing how these displays can increase your sales.



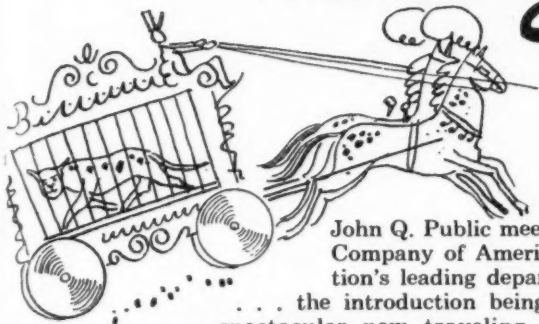
SIGNS THAT SELL

- ✓ STRONGLY CONSTRUCTED
- ✓ CONTINUALLY SERVICED
- ✓ DESIGNED TO PROMOTE SALES

NATIONAL ADVERTISING COMPANY
WESTMINSTER, MARYLAND

Traveling Showmanship...

by Gardner



John Q. Public meets Aluminum Company of America in the nation's leading department stores . . . the introduction being made by a spectacular new traveling show called "Aluminum Living."

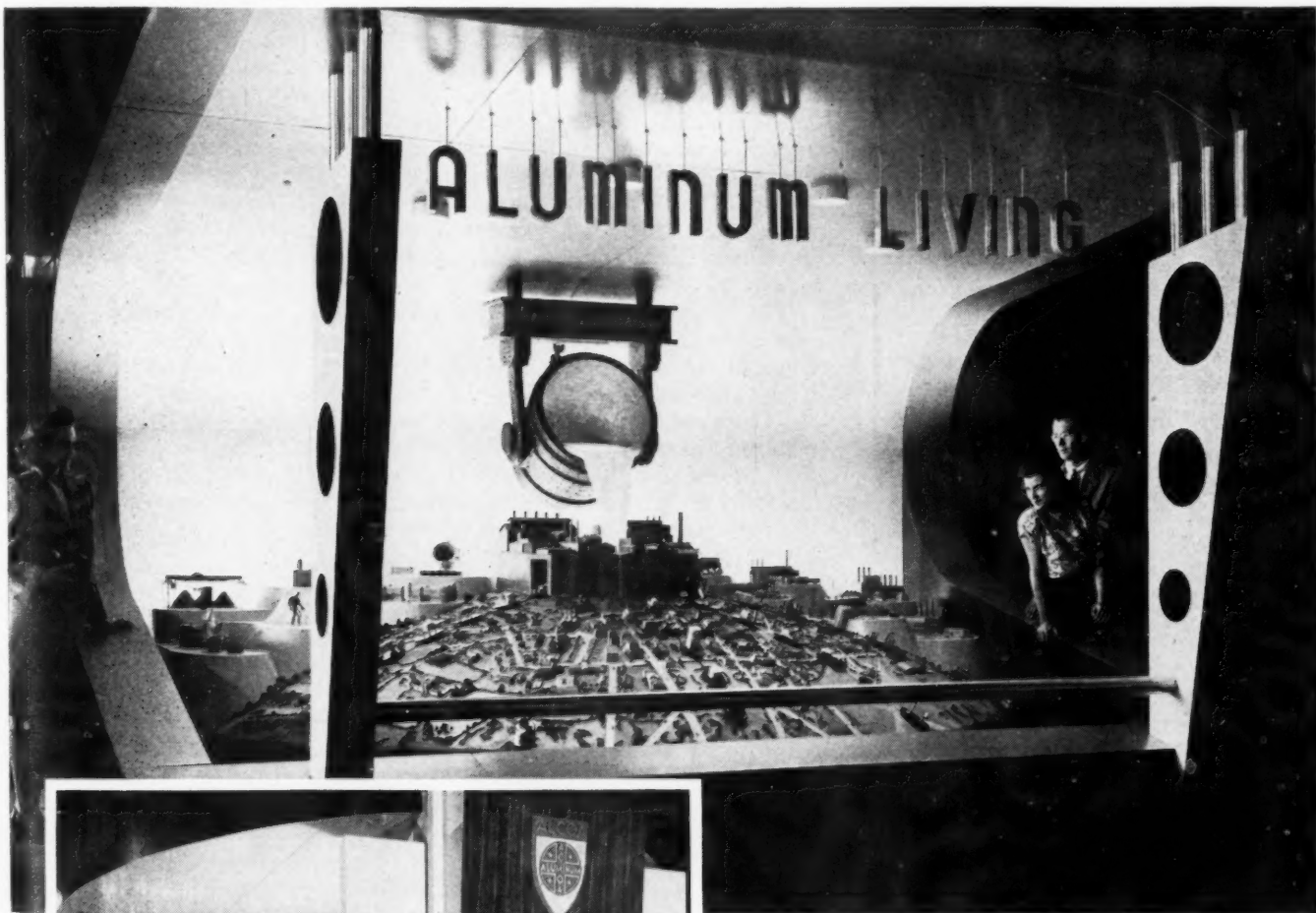
Here, with a miniature world's fair all their own, Alcoa presents the story of aluminum and its contribution to better living.

Thousands upon thousands visited this show's premier at Marshall Field and Co., Chicago, in early October and all through 1947 Alcoa will

have two such shows touring the department stores.

Gardner designed and built "Aluminum Living" and applied to it the important element . . . showmanship . . . reflecting the years of experience in the business.

A similar traveling show plan is being offered to other industries. It represents one of the finest public relations tools ever developed. It's well worth the time to learn more about "Traveling Showmanship" . . . by Gardner.



A colorful, moving scene-o-rama, clever dioramas and a technicolor movie comprise the central theme of the show.



Gardner
DISPLAYS

477 Melwood Street
Pittsburgh 13, Pa. • Mayflower 9443
516 Fifth Ave., New York 18, N. Y.—Vanderbilt 6-2622
185 N. Wabash Avenue, Chicago 1, Ill.—Andover 2776
810 Book Tower Bldg., Detroit 26, Mich.—Randolph 3557

New England Sales Rally To Discuss Buyers' Market

New England sales executives are checking on their calendars January 10-11, dates for the Eighth New England Sales Management Conference and 25th annual sales rally and luncheon in Boston.

Theme for the 1947 meeting is "Sales Management in a Buyers' Market." The conference is sponsored by the Boston Chamber of Commerce and organized by the Sales Managers Club and the Executives Club in cooperation with local New England sales and management clubs. Sessions are open to all interested in sales activities.

The conference will open Friday, January 10, with a discussion of "The Sales Executive Studies the Buyers' Market." Dr. Glenn N. Merry, professor of marketing, New York University, New York City, will offer an analysis of problems and opportunities that lie ahead for sales executives. Channing H. Cox, president, Boston Chamber of Commerce, will discuss opportunities for New England sales executives to assume new leadership. James H. Rasmussen, vice-president, United Wallpaper, Inc., Chicago, will talk about the kind of sales thinking and planning needed for sales victories in a buyers' market.

Reshaping the Sales Program

"Shaping the Sales Program to New Demands" will be taken up at the Friday afternoon session. The four speakers are:

S. K. Bruce, general sales manager, International Shoe Co., Eastern Division, Manchester, N. H. He will discuss marketing problems in 1947.

George A. Renard, executive secretary-treasurer, National Association of Purchasing Agents, New York City, will show why the purchasing agent is a key factor in the outlook for sales executives.

Walter H. Gebhart, vice-president, Henry Disston & Sons, Inc., Philadelphia, will take up the importance of common sense and lessons from past experience as tools in the sales manager's kit.

James C. Olson, partner, Booz, Allen & Hamilton, Chicago and New York City, will discuss the factors on which to base a reappraisal of sales compensation plans.

As usual, this hard working conference goes into a Friday evening

session for three concurrent group discussions. The panel on "The Sales Manager's Job" will be lead by Dr. Harry R. Tosdal, professor of Business Administration, Harvard Graduate School of Business Administration, Cambridge, Mass. Leader and panel members for "Marketing Research" and "Sales Personnel Factors" are to be announced.

The Saturday morning session will

be opened by Edward J. Hegarty, manager of sales training, Westinghouse Electric Corp., Mansfield, O.

Jack Lacy, president, Lacy Institute, Boston, will talk about the necessity of training the sales staff for competitive selling.

The conference will close with the 25th annual sales rally and luncheon. The two speakers are:

Frank W. Lovejoy, sales executive, Socony-Vacuum Oil Co., New York City, and president, Sales Executives Club of New York.

Dr. Norman Vincent Peale, pastor, Marble Collegiate Church, New York City.

All That Glitters

The rush to the altar by returning veterans resulted in the largest overall increase in sales of wedding and engagement rings between July 1945 and July 1946—watches, bracelets, brooches and earrings showed equally large increases. Interesting and large increases—men's diamond rings. These facts were brought out in the recent survey, conducted and just released by Arnstein Brothers & Co., diamond cutters and importers, New York City. The survey was conducted for Arnstein among leading jewelers from every section of the U. S. Some 600 jewelers were polled on questions relating to sales, customers, methods for increasing the sale of diamonds.

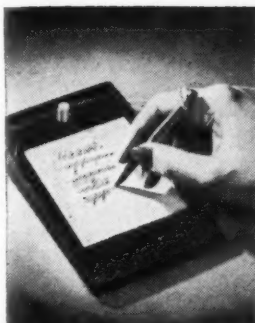
The items of diamond jewelry which women most often buy for men are rings—by far the largest sellers—and emblems. But jewelers from all states and sections report that more and more women are buying diamond scarf-pins, tie-clasps and cuff-links as gifts for males. In Tennessee, South Carolina, Arizona and Texas, diamond scarf-pins run second to diamond rings. They're also popular in Virginia, Idaho, Montana, Ohio and Illinois. In Delaware, South Carolina, Arizona, Texas and Kansas, diamond cuff-links are third among the items most often bought for men by women.

Some jewelers, commenting on the increased sales of scarf-pins, cuff-links and tie-clasps embodying diamonds, point out that these items have hardly been promoted in recent years. Proper promotion, they feel, would make such items even more popular.

In commenting on their customers, jewelers report: The vast majority of people who buy diamond solitaires first mention the price they want to pay; only in 24 instances out of 100 will a customer first mention the quality or size of the diamond he wants. People, think jewelers, are *not* buying diamonds as investments.

There is a decided trend toward simplicity as a preference. Mountings being chosen are simpler and more tailored. "Gingerbread patterns" are being discarded in favor of the classic Tiffany-style settings. Women are buying larger stones.

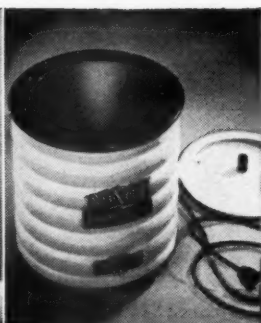
When asked what percentage of his sales a jeweler should spend on advertising, the majority replied, "between four and five percent." A number of respondents in larger cities were willing to spend even more than six percent. Only in some small communities did jewelers feel that advertising was unnecessary. About 70% of the jewelers thought promoting diamond jewelry brought far better response than advertisements which also promoted the sales of other kinds of jewelry.



Midnight messages "Tel-O-Lite Writing Pad" flashes on when pencil is pulled out



No dangling alliances with the "Eureka" cordless iron, thermostat-controlled base.



Plug-in Bean Pot . . . This "Naxon Beanery" cooks your meal with only 2c of current.



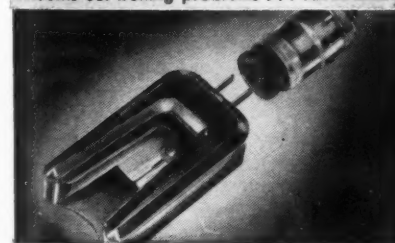
Stub-toe stopper . . . a walnut size fluorescent light, invisible by day, burns a month for 2½ cents. Safety-lights nursery, sickroom, hall.



Electronic do-everything . . . power tool with 35 accessories . . . for working wood, plastics, soft metals . . . Kit HI, 300, \$16.95 complete.



Temper control . . . automatic electric iron, with dial temperature control stops scorching, smooths out ironing problems . . . saves time.



Kill-o-watt Kitty . . . shocks mice dead . . . reflex action expels ex-rodent, makes room for next victim on list . . . \$1.25 plus postage.



Lustrous lamination . . . for old silverware, metal objects with the Warner "Silverplater" . . . powered by flashlight batteries, \$12.50.



Tiny toon-in . . . cigarette case size radio that fits your blouse pocket, handbag.

Guess where GADGETS . . .

such as the few shown on this page . . . are regularly pictured, described, explained . . . as editorial matter of prime interest and service?

In issue after issue of **SUCCESSFUL FARMING** . . . which serves more than 1,100,000 farm families in the 13 Heart States plus Pennsylvania and New York . . . families which own, work, improve and enjoy living on the best farms in the nation! With the largest investments, highest yields and cash incomes, best diversified and most mechanized farm factories and homes . . . with six prosperous years, billions in savings, want lists for every electric labor saver and domestic appliance—the best electrical market in the world today! And **SUCCESSFUL FARMING** is the quickest short cut! . . . If your products have kept pace with farm progress, find out about this medium which delivers the best of the farm market! . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



SUCCESSFUL FARMING

**HIS
ADVICE
IS**

*Power-
full*



County AGENT
VO-AG
TEACHER
OR
EXTENSION
LEADER

Among the 6,000,000 farm families he contacts, the County Agent, Vo-Ag Teacher and Extension Leader is a key man. His judgment is trusted... his advice is powerful. So powerful, in fact, that his nod may outsell your best salesmen.

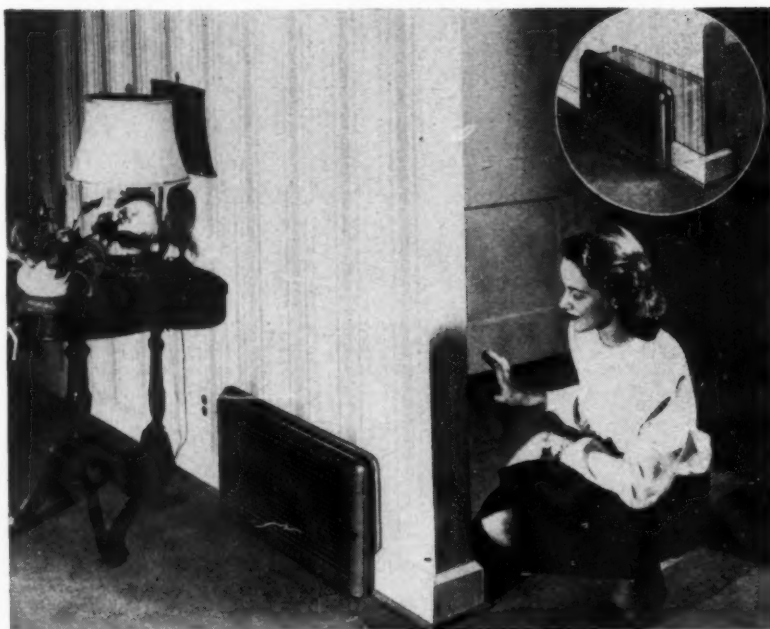
To influence these 15,000 men whose influence is reflected in the working and buying habits of the entire farm field, add *Better Farming Methods* to your list of farm magazines. For 18 years the business magazine of farm leaders.

17,000 Circulation

Better
FARMING
METHODS



WATT PUBLISHING CO., MOUNT MORRIS, ILL.



HORIZONTAL DUAL INSTALLATION OF THE MIDGET FURNACE: Recessed in a wall between two rooms, it will heat either room individually or both rooms.

Coming Your Way

..... **midget furnace**, the size of a suitcase, has been introduced by the Stewart-Warner Corp. Called the "South Wind," it is a gas-burning unit and can be installed in three hours or less by one person. Three or four such furnaces will heat a large house, the manufacturer claims. The midget furnace is an adaptation of the airplane heating system which Stewart-Warner developed during the war. It is made of stainless steel and weighs about 70 pounds.

..... **surface prep**, a special liquid for preparing old enameled and varnished surfaces for repainting, is being introduced by the Thomson Porcelite Paint Co. One simply applies it to a cloth and wipes over surface to be repainted. It eliminates the work and dirt of sandpapering, and does away with the danger of sandpaper scratches. Surface Prep removes the gloss leaving the old finish slightly tacky thus making the new finish anchor tightly to the surface. Because it removes wax, grease and dirt, it assures proper drying of the fresh finish.

..... **longview magnifier**, a new product of the Edroy Products Co., has a long rectangular lens which is said to give clear, magnified vision over a larger area than

ordinary magnifiers and with less distortion and aberration. The lens folds up into an attractive plastic case so it may be easily carried in pocket or purse. The lens, which is made of finest optical glass, is ground in such a manner that clear vision is obtained from edge to edge, so that one can read the whole width of a newspaper column at a glance.



BOON FOR THE DEAF: A compact hearing device, weighing only 5½ ounces.

..... **hearing aid**, smaller than a package of king-size cigarettes and weighing only 5½ ounces, has been developed by Acousticon International. The amazing little instrument, however, has power sufficient to operate a loud speaker. It features a new clarity of tone and the finger tip control permits the user to block out irritating and undesirable background noises. "Brain" of the device is the beamed electronic acousticon power tube which has resulted from the "inch" vacuum tube used in the proximity

SALES MANAGEMENT



A Good Letter Starts Backwards

Too often the usual procedure when writing a letter is to think about the paper last. This is strange. For, when the letter is read, it's the paper that makes the first impression.

So start your letter backwards. Put it on a good sheet of paper...a paper that makes a lasting impression. Put it on Eastern's genuinely watermarked Atlantic Bond.

Crisp and crackling, Eastern's Atlantic Bond is a dignified business paper, ideal for letterheads and envelopes.

EASTERN'S
Atlantic Bond

MADE BY
EASTERN CORPORATION
BANGOR, MAINE

Yes, **THE WOMAN** pays off with greater sales—potential for every advertising dollar you spend. You're hitting the country's high-earning, top-buying *woman's* market when you advertise in **THE WOMAN**.



Over 52%
of the families of
THE WOMAN readers
are in the \$3000 and over
income group!



**"When it Comes
to Figures . . .
the Woman Has
Something to Look at!"**

40 % are home owners
58.3% are housewives
*Starch Readership Survey 1946



..... **glid-n**, a new soapless cleaner, is being marketed by The Glidden Co. The company claims the product will make dishwashing almost a pleasure. The housewife has only to put a teaspoon or two in a dishpan of water and leave the dishes in the solution a few minutes. The cleaner lifts the grease from the dishes and floats it away. The dishes then need only a rinsing and they will dry without wiping and without streaking. This new product, company officials say, does an equally excellent job on walls, floors, woodwork, windows, mirrors, or any other washable surface in the home, as well as on the family automobile.



..... **pearlon**, now being manufactured by Traver Corp., is a new inert transparent plastic film which is odorless, tasteless, moisture-proof and grease-proof. The material is described as ideal for packaging fowl for market. Its unique qualities are said to insure against weight loss and freezer burn. Pearlon will withstand temperatures from plus 210 degrees Fahrenheit to minus 50 degrees Fahrenheit without losing its soft pliability. The strength of this film permits the insertion of the fowl and tying at one point without other positioning and tying before wrapping. After the fowl has been removed, the plastic bag has many uses in the home. It may be used as a refrigerator utility bag for vegetables, fruits, meat, etc.

1946 has been a year of great progress, packed with tremendous achievements, - *industrial, civic, cultural* - pointing the way to new horizons of an even more prosperous and expanding market in Winston-Salem and the Piedmont Area. Highlighting this galaxy of accomplishments are:

- **Transfer of Wake Forest College to Winston-Salem, adding 2,500 new students to Twin City's college student body.**
- **One million dollars subscribed in a community of 100,000 people, to finance the building of a War Memorial Coliseum in Winston-Salem.**
- **Western Electric Company plant joins the already great industrial family of Winston-Salem, adding 2,500 new wage earners to the city's large reservoir of purchasing power.**
- **4th Annual Piedmont Festival of Music and Art, greater than ever, bringing a new high in cultural entertainment to North Carolinians.**

These are no "mushroom" developments! These achievements constitute the permanent, healthy, growth, of a steadily expanding and truly dynamic area.

WINSTON-SALEM IS CONCENTRATED PURCHASING POWER ON THE MARCH!—A "MUST" FOR ADVERTISERS WITH SOMETHING TO SELL IN NORTH CAROLINA, THE SOUTH'S NUMBER 1 STATE.

Winston-Salem, North Carolina

In the South's No. 1 State

National Representative: KELLY-SMITH COMPANY

WSJS

- NBC in Winston-Salem
- The Journal-Sentinel Station

CAMPAIGNS AND MARKETING

Ads Aid Repairmen

A new copy trail is being broken by John Meck Industries, radio manufacturers, Plymouth, Ind., in an advertising campaign being launched in *The Saturday Evening Post* on January 4. The campaign will feature a series of half-column advertisements which suggest that radio owners should patronize their local radio repairmen in order to overcome the ravages of the wartime period when repair parts and services were difficult or impossible to obtain. There is no suggestion that new radios should be purchased, or that the repairman chosen should be connected with a Meck dealer.

In announcing the campaign, John Meck, president of the firm, said, "The radio repairman who somehow managed to survive the difficulties of the war years deserves all the help that can be given him by radio manufacturers. He is an essential part of the radio business. Aside from that, he has a more thorough knowledge of radio from the consumer's viewpoint than anyone else."

In connection with the series of advertisements, the Meck company is preparing a dealers' kit which will

be distributed through requests to jobbers. The kit consists of counter display cards, window posters, advertising mats and mailing cards, all of which utilize the cuts and heads featured in the advertisements. In addition, dealers may purchase a special neon sign from the company at cost. Any Meck dealer may obtain the kit free of charge. There is no sales tie-in.

Baby Soup Sales

As a major phase in the nationwide marketing of Campbell Soup Company's new line of Baby Soups, R. M. Budd, the company's advertising manager, announces the launching of a schedule of advertisements, beginning with the January 1947 issues of leading national magazines. Full-page advertisements with color are being placed in *Good Housekeeping* and *Parents'* magazine. In addition, two-color half-page advertisements will appear in *Life*, *McCall's* and *Woman's Home Companion*. The advertising will continue on a consistent monthly basis.

The new products are made especially for babies, and are entirely distinct from the regular line of Campbell's soups, according to Mr. Budd. Therefore, their advertising will be separate from the regular Campbell's soups schedules. Because consistent, month-after-month insertions in national magazines have formed the backbone of Campbell's advertising for many years, this proven policy will be applied to the promotion of the new baby soups.

In describing how swiftly complete nation-wide distribution of the new product has been accomplished, Mr. Budd points out that from their first introduction on a limited basis in Philadelphia in March 1945, the baby soups had gained immediate general acceptance wherever they had appeared on grocers' shelves. "It was manifest," he says, "that the name 'Campbell's' and the red and white label, so long associated with our products, were sufficient endorsement to win a trial for the new line."

"The Department of Commerce Industry Report shows that the growing trend in the strained baby foods business is strongly toward multiple food products, such as soups



ALMOST A TRADE MARK . . . Same boy in the three-dimensional floor display is selling State of Maine Potatoes for the 10th season. This year Brooke, Smith, French & Dorrance, Inc., advertising counsel, are dressing him in new overalls for the job.

that contain scientifically worked-out combinations of meats and vegetables in a single jar. The acceptance of this line of five multiple food soups confirms this growing consumer preference."

In addition to the advertising directed to America's millions of young mothers, full-page space will be used in *The Journal of the American Medical Association*, *The Journal of Pediatrics* and *Medical Economics*. The campaign, which is being conducted by the Ward Wheelock Co., Philadelphia, advises mothers and their doctors that any grocer who sells Campbell's soups can supply the new soups for babies.



THE SIGN OF THE HANGING PARROT . . . In liquor stores and taverns throughout the country telling of Corby's Reserve, is part of the national advertising campaign of the Jas. Barclay & Co., Ltd.



FOR SLUMP SALES . . . The American Safety Razor Corp. counters post-holiday slack with specially designed cartons and specially priced, fair-traded Gem blades.



Based on an interview
By Etna M. Kelley with
GEORGE P. HALL
James Jamison Co.

Tests Among Foot-Wear Workers Open Markets For Cushion Foot Sox

Working through safety supervisors and personnel managers of industrial firms, Jamison sets up free trial plans to demonstrate comforts of stand-up-and-like-it hose.

James Jamison Co., New York City, is Co-Ordinator of Production and Sales for four hosiery mills, including W. B. Davis & Son, Inc., Fort Payne, Alabama. Before the war, W. B. Davis produced annually more than a million dozen anklets for men, women and children, none of which were sold under the mill's own trade-mark or packing. During the war the company began to produce men's cushion-foot socks (with air pockets in sole, toe and heel), 125 million pairs of which were bought for war by members of the Armed Forces.

Made under a patent owned by Davis, these socks have terry toweling woven into them to create the cushions which give them their brand

name, "4-D (Fourth Dimension) Cushion Foot Sox." They are designed to insure foot comfort under widely varying conditions of temperature and humidity. By the end of the war, Davis was producing these socks at the rate of a million dozen a year.

Before the war ended, both Davis and Jamison had begun to build for the future, in anticipation of developing the huge potential market for the cushion socks among men who spend much time on their feet, and, in particular, among industrial workers. With this objective in mind, the groundwork was laid for a merchandising plan which should result in sales of Davis's anticipated peacetime production of one million dozen of 4-D Cushion Foot Sox a year.

NO ROMANCE IN SOCKS?—Quite the contrary! Jamison believes "wanted products" lend themselves to "Romance Selling." And one way to dramatize a product that people need is to display it with ingenuity, to promote it with a co-ordinated merchandising plan. These window displays at Chatlin's, Norristown, Pa. (left) and May Co., Baltimore (below), highlight human interest angle in featuring socks for men with "tough foot jobs." There's planned promotion in the tie-in interior display—also at May's.



In addition to following the lines of Jamison's plan of "co-ordinated merchandising,"* (distribution through carefully selected distributors and retailers with allocations to each according to the sales potentialities of the market), the program for merchandising the Davis socks included:

1. Research to discover the type of Cushion Sox best adapted for civilian use. (Three styles are being made: all-cotton; wool-mixed; cotton leg and wool foot).

2. Developing a package which features the brand name and shows the sock cut open to reveal the specially woven construction which cushions the foot.

* See "A Blueprint of Jamison's Selective Distribution Plan," October 1, 1945, issue of SALES MANAGEMENT.

SALES MANAGEMENT



Sales Meeting..

or Complete Convention—

packs dramatic punch on sound film!

CAPTURE all the fire and technique of the sales manager's hottest sales talk. Use it over and over to inspire distributor and dealer salesmen ... to increase sales. It is being done, with 16mm sound film and RCA Sound Film Projectors.

Or, stage an entire convention on sound film ... and present it with telling effect ... in less time, and at a much lower expense than by methods usually employed.

One manufacturer, famous for the size and character of his distributor get-togethers, recently put the meat of a whole week's show on sound film. He ran off his convention in a single day. Results? Many millions of dollars in direct orders, and a high order of distributor enthusiasm. Furthermore, briefs from the film were

reprinted for use in sales-training work throughout the distributor-dealer set-up.

Yes, sound films can be dynamic sales tools—when presented by means of the finest projection equipment. For maximum effect, use an RCA PG-201 16mm Sound Film Projector. Get vital realism in your show, with crisp, brilliant screen images and lifelike, full-range sound. Performance is comparable in every way to professional theatre showings. RCA Sound Film Projectors are easy to set up, use, and maintain. They give plenty of sparkle and power to the presentation of your sales story.

For details address 16mm Motion Picture Equipment, Dept 72-A, Radio Corporation of America, Camden, New Jersey.



16mm MOTION PICTURE EQUIPMENT
RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

3. Introducing the socks to industrial workers, through sampling tests, with groups of 9 or 18 men wearing the socks for two-week periods and reporting their opinions of them to Jamison.

4. Support in the form of display material, mats for advertisements by retailers, publication of testimonial letters resulting from tests in industrial plants, etc.

Production of the Davis 4-D Sox will not be normal until late next year, but there are plenty of supplies for the sampling campaign. Shipments have also been made to a number of stores, which have promoted the merchandise with excellent results. Meanwhile, Davis can benefit from the Jamison plan of co-ordinated merchandising which will eventually apply to the products of all four mills the company represents. Thus far, only the products of Joseph Black & Sons Co. (Bachelor's Friend Sox) are available in good quantities, but the machinery for getting these distributed is the same for the output of the other three mills. Retailers selected to handle Bachelor's Friend Sox will also have the franchise for the lines of the other mills.

Survey Each Market

Jamison's "Selective Distribution Plan," inaugurated last year, includes market surveys for each territory covered (21 thus far), with the publication of a comprehensive market guide for each key market; selling only through selected distributors to selected retail merchants, each of whom is held responsible for moving a given quota of merchandise based on the territory's potentials; and dealer education. It also includes various forms of selling support. The campaign to win the industrial market for Cushion Foot Sox, described in this article, falls into the "selling support" category.

Cushion Foot Sox were developed for the comfort of members of the Armed Forces. The brand designation, "4-D," stands for "fourth dimension," or air pockets. The sole, heel and toe of the sock are woven so that they somewhat resemble the texture of a terry towel, which absorbs shock and dampness. The sock is adapted for wear in extremes of both heat and cold, and in humid climates. Its makers and the Jamison people are enthusiastic about the comfort-giving qualities of the product—which is the reason for initiating the sampling campaign.

The pattern for the campaign is not rigid, but it usually falls along these lines: When George P. Hall of



GEORGE P. HALL—His imprint . . . on the hosiery industry has been most strikingly seen during the past two years—in spite of 31 years in the same line.

It has been during these two years that Mr. Hall put into operation Jamison's Selective Distributive and Co-ordinated Selling Program. In the past 18 months he has moved into 21 trading areas, made comprehensive market reports on each one.

He's chalked up 100,000 miles of travel—much of it by air—to achieve this reconversion program for Jamison on behalf of the four hosiery mills for which the company is co-ordinator of production and sales. Last May the New York Association of Hosiery Mill Salesmen elected him president.

Jamison moves into a key market, for the purpose of making a market survey and of introducing the products of the mills he represents, he goes first to the local distributing organization. After preliminary discussions, Mr. Hall and two or more members of the distributing firm start on a tour of leading retailers—those already chosen under the selective distribution plan to sell the Jamison lines. The program for Bachelor's Friend Sox is planned. Then, according to a pre-arranged schedule, contacts are made with factories or other industrial organizations whose workers have "tough foot jobs." Sometimes groups not in industry, but forming logical markets for 4-D Sox, are also included in the plan. (Street car motormen, policemen and postmen are all logical groups for such contacts.)

In some instances, there is a

luncheon, dinner or other get-togethers of plant managers, safety directors or other representatives of local industries in a position to recommend the socks to workers. At other times, Mr. Hall and members of the distributing firm and the local Jamison retail outlet all call on the plants. Through these contacts, testing programs are arranged, under which 9, 12 or 18 men from each plant are given two pairs of 4-D Sox apiece, and are asked to wear them on alternate days for a two-week period, and then to report their opinions to the plant official supervising the experiment. The plant official is requested to write a summary of these opinions in a letter to Jamison.

Collect "Testimonial" Letters

Almost universally, the men who try out the socks like them, and many are enthusiastic about them. The letters which come to Jamison are convincing, because they are either written in the language of the men or foremen, or because they contain quotations from them. The completed market survey of each territory contains, in diary form, Mr. Hall's accounts of the industrial contacts made and the setting up of the testing program for the socks; and photostats of letters from plants in which such tests were made. Gradually, the Jamison Co. is accumulating an impressive backlog of these testimonial letters.

Typical of the system for introducing 4-D Sox to factory workers is the procedure which was followed in Richmond, Va., during Mr. Hall's visit there last February. First there was his call on the officers of the Richmond Dry Goods Co., Jamison's distributor for the territory consisting of Virginia, North Carolina and a section of northeast Tennessee. Then the group went to Thalheimer's, Richmond's leading department store, and the local Jamison outlet. A conference there was attended by the store's merchandise manager, men and boys' furnishing buyers, and the industrial contact manager.

Later that day calls were made by the group on the safety supervisor of the local DuPont plant (5,000 male employees); the personnel manager of the local Philip Morris plant (1,400 male employees); the union president of the Virginia Transit Co. (800 male employees); and the chief clerk of the Richmond-Fredricksburg-Potomac R.R. (1,000 male employees).

"We could not have had a finer response than we received from these four gentlemen who represent some 8,200 male employees," wrote Mr. Hall in his Report on the Market.

“AMAZED!”*

said one sponsor, when we told him the other day . . .

- 1.** *that WOR reaches 16 cities of more than 100,000 people each.*
- 2.** *that the WOR area contains 65,000 farms — 284 of which are in New York City!*
- 3.** *that WOR delivers 32 trading areas with 25,000 to 100,000 people each.*
- 4.** *that the 18,000,000 people in the WOR territory have a spendable income of more than 26 billions!*

**don't know why; we've been that way for years.*

Mutual



YOU read your mail before you sign it — because it's important to send perfect letters. Protect your written thoughts with the best paper. You can "read" the high quality in Fox River letterhead paper as quickly as you scan the briefest letter. Just "light-up" the letterhead to see our watermark as explained below . . . the higher the cotton fibre content the better the paper (only 1/5¢ per letter more for 100% than 25% — an infinitesimal sum in correspondence costs). Ask your printer. FOX RIVER PAPER CORPORATION, 418-AS, Appleton St., Appleton, Wis.

OUR WATERMARK
is your quality guarantee

Look through
the paper...
see all three!



- 1 COTTON FIBRE
- 2 25-50-75 or 100%
COTTON FIBRE CONTENT
- 3 MADE "by FOX RIVER"

"Each of these organization will make 9- or 12-manwear tests, each man making the test to wear two pairs of Davis 4-D Cushion Foot Sox for a two-week period, wearing one pair today and the other tomorrow."

Commenting on the excellent co-operation offered by the organizations visited, he cited the invitation given to a distributor staff member to address the Safety Committee of the Richmond - Fredericksburg - Potomac R.R.

On the following day, the distributor people, a local department store executive and Mr. Hall called on the purchasing agent of the Newport News Shipbuilding and Dry Dock Co. Because of a company policy rule, the purchasing agent could not accept socks for testing, but he bought a pair from Mr. Hall and agreed to discuss the value of the product with his associates and later communicate with the local store. The group learned that the ship workers' union has a local weekly paper with large circulation (since 11,000 men are employed in the shipyards, even though the war is over). The department store holding the local Davis 4-D franchise will advertise in the union paper.

One Speech—18 Pairs!

Three days later, Mr. Hall and his distributor associates visited High Point, N. C., in the heart of the men's hosiery business of the South. Undaunted by local competition, the group called on the personnel director of the Tomlinson Furniture Co. "It didn't take him long after seeing the 4-D Sox and reading the various industrial reports to realize what it would mean to his plant if the majority of the men walked on a bath-towel all day instead of a face cloth. . . . He extended an invitation to the Richmond Dry Goods Co. to address his Safety Council. We left 18 pairs with him."

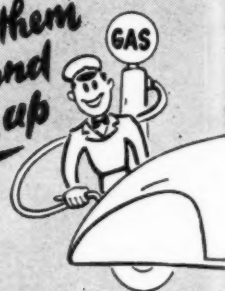
The latest market into which the socks have been introduced is Philadelphia, territory in which Sullivan's Smythfield is Jamison's distributor. As usual, the introduction was conducted along carefully planned lines, according to the system which has worked so well in other markets.

The campaign began with obtaining permission from the managing director of the Philadelphia Safety Council to give a 10-minute talk on the socks at the monthly dinner of the American Society of Safety Engineers on May 6. At the dinner, representatives from Gimbel's (of Philadelphia) gave to each of the 122 safety engineers two cellophane-wrapped pairs of the 4-D Sox, and a brochure specially addressed to industrial plant officials.

A month later Gimbel's took a booth at the Safety Conference Convention held in Philadelphia, to display the socks, in and out of their package, and to put forward through poster advertising their sales features. In this display the war record of the socks was also stressed. There was a special poster calling attention to the fact that the socks were on sale exclusively at Gimbel's (part of the Jamison Selective Distribution plan), and listing the price, 45c a pair, or three pairs for \$1.25.

As a result of the dinner meeting and the convention, 103 industrial organizations requested Gimbel's to

To make them
come and
fill her up



Gasoline and Oil Advertisers placed 57.2% of their 1945 lineage in the Buffalo Courier-Express.

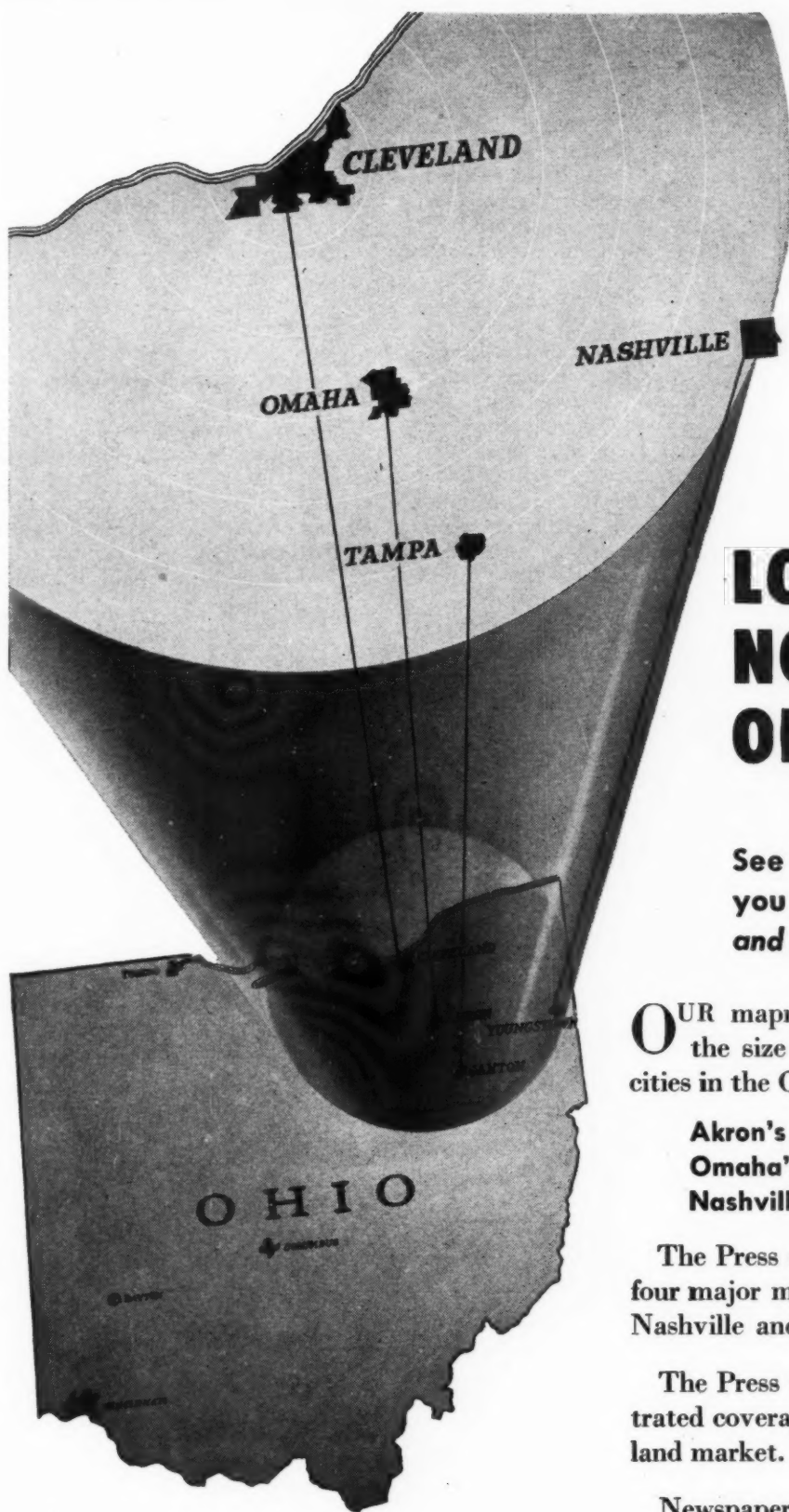
Figuring daily lineage alone, 52.8% appears in this favorite Buffalo newspaper. All of which is one more bit of evidence that whether you sell to men, or women, or both . . .

... You Need the
Buffalo Courier-Express

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER



SALES MANAGEMENT



LOOK AT NORTHEASTERN OHIO THIS WAY-

See 4 major markets? See why
you need The Cleveland Press
and at least 3 other newspapers?

OUR mapmaker changed the names—but not the size or importance of the “other three” cities in the Cleveland area.

Akron's population is 10% greater than Omaha's. Youngstown and Canton match Nashville and Tampa.

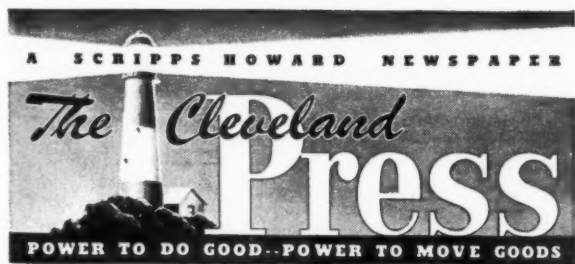
The Press cheerfully admits that it can't cover four major markets the size of Cleveland, Omaha, Nashville and Tampa—combined.

The Press can and does give intensive, concentrated coverage of the big, rich, fast-buying Cleveland market.

Newspapers in Akron, Canton and Youngstown give intensive, concentrated coverage of their own markets.

If you're selling Cleveland alone you need *The Press* for dominant coverage and sure results. If you're selling these four major markets, you need dominant newspaper coverage in each.

It's as simple as that.



JANUARY 1, 1947

send them 18 pairs of the socks, so they could make the 9-manwear test. (A coupon in the brochure made it easy to order the socks for this purpose, and also explained in simple terms the way the test was to be conducted.)

Other steps in the intensive campaign to introduce the socks included: mention on Gimbel's radio program for four successive days, starting with the day the Safety Convention opened; an advertisement in *Philadelphia*, local business magazine; follow-up letters to the safety engineers who attended the dinner with which the campaign opened, and to those who attended the safety conference; special window display featuring the socks; and a special "Davis 4-D" department on the main floor. The socks were also advertised in local newspapers in late June, and in July and August.

As an indication of the thoroughness of the intensive campaign behind the socks, there is Gimbel's letter replying to reports on the tests conducted in plants among workers. In this letter, David Arons, Jr., advertising manager of the men's store, offered to send small pay-envelope enclosures telling about the socks, for distribution to plant employees; and a poster for bulletin boards and locker rooms.

Letters from some of the 103 industrial organizations that conducted the tests were reproduced in Jamison's latest published report on the Philadelphia market. Among the letters were those from Edward G. Budd Mfg. Co. (who had given the socks to timekeeper and oven operator, to press operators, truckers and foremen); The Autocar Co.; Dienelt & Eisenhardt, DuPont, Kimble Glass

Co.; Hajoca Corp.; Peter Paul, Inc.; Philco Corp.; Scott Paper Co., and Socony-Vacuum Oil Co. Some of the men who answered the letters quoted the comments of workers, a typical excerpt being: "Cleaning Room Foreman: I am working on a concrete floor all day and these socks keep my feet from getting as tired as before. The soft bottoms are comforting to my callouses."

The array of testimonial letters published in Jamison's market reports is impressive. In the New York book alone there are letters from a union representative, a safety committee representative, safety supervisors and personnel managers. Among the letterheads shown are those of DeLaval Separator Co.; International Business Machines Corp.; American Bank Note Co.; Surface Transportation Corp. of New York; Cuno Engineering Corp.; Arma Corp.; The Green Fuel Economizer Co.; Bogardus Bros, and Rex Products Corp. Best reading are the comments in the men's own words: "They cut down my wife's darning and damning so much that I now get my meals on time." One worker reported that his wife took possession of his socks and wears them most of the time.

Despite scarcities, these and other stores have advertised the socks, usually with mats supplied by Jamison: May Co.; Emery, Bird, Thayer; Hirsch's; D. H. Holmes Co.; Marshall Field's, and Yeager's. Younkers of Des Moines advertised in a local paper and mailed a circular to the homes of 7,500 local industrial employees. One store addressed its advertising message to prospective users: "You Men in Plants . . . Utility Workers . . . Truckers . . . Storage House Workers . . . Miners . . .

Hunters . . . Planters . . . Bowlers . . . Farmers . . . Fishermen . . . Men in Factories . . . Golfers . . . Solicitors," with the word, "Salesmen," in capital letters. (Sales managers, take note.) Most of the advertisements carry the slogan, "Like Walking on a Bath Towel," and list the sales points of socks: reduction of body fatigue, eliminating chafing, long wearing.

An important factor in the good sales records attained by stores has been display. Many have devoted entire windows, and considerable interior display space to the socks, with excellent results. The May Co., Cleveland, for example, sold 12,000 pairs, instead of the 6,000 originally offered, during a special promotion when a double window was used to display Davis 4-D Sox. The May Co. in Baltimore has displayed the socks in both the interior and windows.

Ingenious Displays

Some of the stores have shown ingenuity in planning their displays. Chatlin's of Norristown, Pa., for example, having injected human interest into a window by including a male mannequin wearing safety gloves and helmet, with a fire extinguisher beside him. Selling copy was devoted exclusively to the socks, however, which were shown boxed, as well as outside the package.

Jamison's co-ordinated merchandising plan is working well. Both distributors and retailers like the logical division of territories, the exclusive dealerships, sales quotas based on actual market potentials, and the promise of the distributor (and mills) to place the retailer on the preferred list as soon as possible.

As George P. Hall of Jamison's said in one of his reports, "Our interpretation of marketing means 'Planned Allocation' of production into organized distributive channels. . . . We do not believe in marketing just needed products. . . . We believe that our mills should manufacture *wanted* products. . . . Wanted products mean goods which lend themselves to 'Romance Selling.'"

At first glance, it would not appear that there is much romance in socks for the workingman. On closer study, though, it seems that Jamison has succeeded in putting romance into the selling of Davis socks, without departing from the dictionary definitions of romance: adventure, or extraordinary series of events. If, in the highly competitive men's hosiery market, 1,000,000 4-D Sox can be sold annually, as Jamison expects, we will agree that "Romance Selling" can be applied to practically any product.

CALENDAR WITH A DIFFERENCE

The National Retail Hardware Association scored a smash-hit last year when it introduced its Merchandise Promotion Calendar. Used as a retail promotional planning guide by thousands of hardware stores in 1946, the 1947 edition is expected to have nearly twice its predecessor's circulation.

The calendar is the planning book for the Association's three-part merchandising program. In addition to merchandising information it schedules preparation and publication dates of recommended newspaper advertisements throughout the year. A comprehensive newspaper mat service and weekly window display plans follow the calendar and comprise the other two parts of the complete program.

Manufacturers, wholesalers and agencies, says the Association, may have copies upon request. Write H. H. Riner, business manager, *Hardware Retailer*, 333 N. Pennsylvania, Indianapolis 4, Indiana.

seventeen



*gets
around!*

In August—1,302 stores in 688 cities ran

2,037 "You Saw It in SEVENTEEN" ads

In September—1,511 stores in 794 cities ran

2,212 "You Saw It in SEVENTEEN" ads

—PROOF THAT MORE STORES TIE UP WITH SEVENTEEN
THAN WITH ANY OTHER YOUTH PUBLICATION *

* Advertising Checking Bureau

Solidly Middle Class in its lives, its incomes, its homes, Washington, seat of the National Government, comes closer than any other city in America to the political ideal of economic equality for all.

*Everybody's
a customer in
Washington*

BUY GREAT CIRCULATION

*Planned
Policies*
Editor and Publisher



TIMES-HERALD . 262,216

The STAR . . . 210,256

The POST . . . 167,261

The NEWS . . . 109,694

as of September 30, 1946

Times Herald
WASHINGTON, D. C.



**National Representative
GEO. A. McDEVITT CO.**

Phone Conferences Grease Sales Wheels for Pierce

**Based on an interview by M. S. Sullivan with
SYDNEY ZANDITON • Sales Manager, S. S. Pierce Co.**

A special hook-up through which as many as 10 persons can participate in group conversation enables the sales department of this Boston firm to report news, clear up routine and policy questions every morning in jig-time.

Every morning six branch managers and the sales manager of the S. S. Pierce Co. hold a telephone conference. Each man sits at his own desk; each talks in turn. It is give and take of factual information and ideas, and is conducted on an informal basis, with a sprinkling of humor.

The value of the conferences lies in furthering inter-organization relations. They get things done quickly. Unsettled problems which might otherwise slow down the efficient functioning of the organization are brought up and decisions given promptly. What's more, information is simultaneously given to every other branch manager without recourse to bulletins or printed pieces, which would mean a delay of several days.

The conferences have very well served the need of this particular organization. The Retail Sales Division of the company operates six large retail food stores, selling groceries, frozen foods, dairy products, candies, bakery products from its own ovens, toilet goods and tobaccos. In store properties, maintenance, personnel, product line and management, emphasis is on quality and efficiency. Stores are located in various parts of Boston and surrounding communities, the distance factor playing a part in the success of the conferences.

The Cost Is Negligible

For some time the Pierce organization has had direct telephone communication with each branch store, because of the large number of calls. The telephone system has 300 instruments, each capable of machine dialing any other telephone in the organization without switchboard service. Since the company already had the necessary equipment, the cost of the conference talks is negligible.

The actual hook-up is affected within the organization at any time and as often as desired. As many as

10 persons may participate on this particular circuit. Each one dials the conference number at a given time and the meeting is started. At present seven participate, but three more could dial the conference number, the 11th to dial would get a busy signal and could not participate. Because others have access to company telephones and can dial this number, the conferences are not confidential.

Each morning, when the important affairs in the sales manager's office have been taken care of, the secretary calls each branch manager, asking him to call the stated number at a given time. It takes but two or three minutes to get the men together—an important factor in the event of possible emergencies.

Sales-Manager Chairman

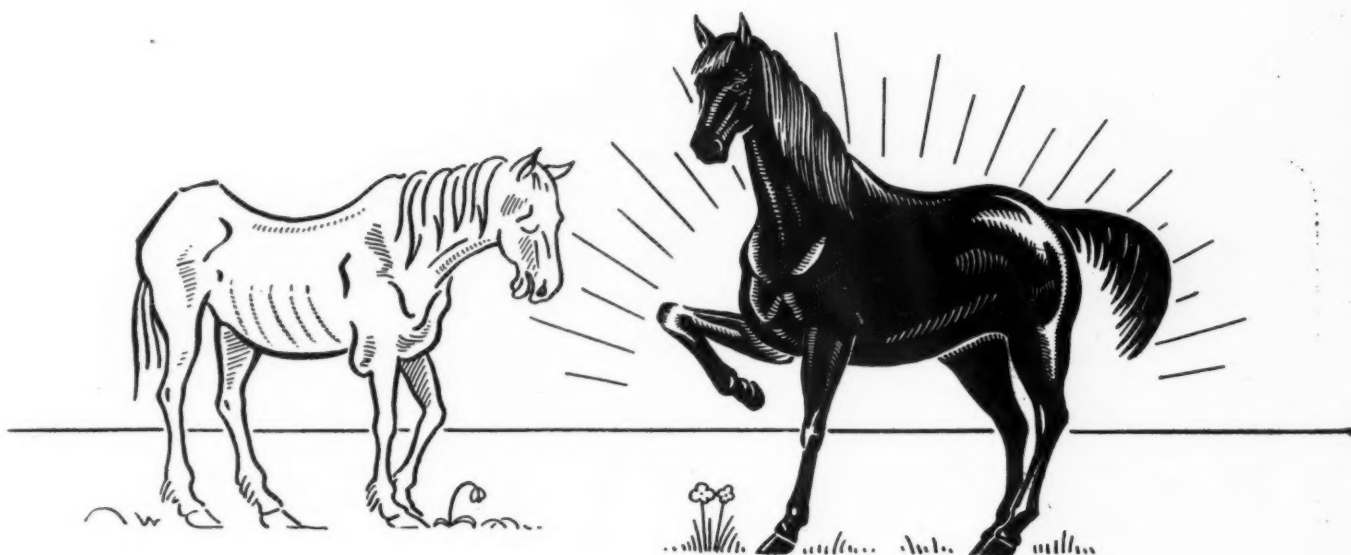
The sales manager serves as chairman to keep order and to give each man a protected chance to talk. Meetings last from 10 minutes to half an hour. The first part is devoted to daily reports from branch managers. If a special promotion is on, branch managers report sales to date, which gives each man a chance to hear first hand what the other fellow is accomplishing. An important point is that the men get reports in time to do something about them. If a branch manager knows that others are turning in much better results than he is, he is given sufficient incentive to step up his activities, which provides aggressiveness and competition in all promotional events. These factual reports are also of great help to the sales manager in his planning because they give a day-to-day picture of what is going on.

The sales manager then tells of any new developments, new products, personnel problems and sales promotional plans for the following week. In the way of personnel problems, one manager may report that he is

SALES MANAGEMENT

Selling

NEW ENGLAND



is a horse of another color

In some sections of the country you can plug along with average means and methods — a station here, a station there . . . but not in New England.

No one station, or small group, can do a thorough selling job here.

The great number of important markets, each with its home-town station, makes penetration from the outside weak and ineffective.

The home-town station furnishes the local impact for close-up, intensive

selling in concentrated trading areas.

It is a functional part of community life — serving the homes, women's clubs, community drives — closely associated with the very neighborhood stores that are essential to complete retail distribution of your product.

Yankee offers you 24 of these home-town stations — the only means of making locally effective contacts by radio — to take in every important market everywhere in New England.

Acceptance is THE YANKEE NETWORK'S *Foundation*

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

Represented Nationally by EDWARD PETRY & CO., INC.

short of help, while another may speak up and say he can send one or two persons for a day or a few days. Once in a long while a conference man tries a smart trick and these flimflams are at once reported as a warning to other branch managers. In such instances as these, the sessions are extremely valuable because there is no other way such matters can be brought up and settled so quickly for a group of six stores located a number of miles apart.

If a new product is being introduced, the sales manager often asks

for a report from each man. If a new product or line is to be announced shortly, the sales manager may tell something of its background and give some effective sales pointers. When a product comes in new packaging form, this is mentioned with the possible suggestion that it would probably make a good window or counter display.

A branch manager may tell of some exceptional compliment a customer has given a product and this often unfolds a sales point that other branch managers can use. The

Pierce organization has always encouraged branch managers to exercise initiative in all matters. In so doing they are bound to have failures as well as successes, and the men are encouraged to report their failures. These serve as a guide for other men and reduce activities which are not successful. In this respect a branch manager may tell of some display or promotion he has tried, telling what it accomplished or reporting it as a failure. Sometimes a failure is reported along with suggestions which that manager believes might have produced a different story, and these improvements are suggested if other branch managers wish to try them.

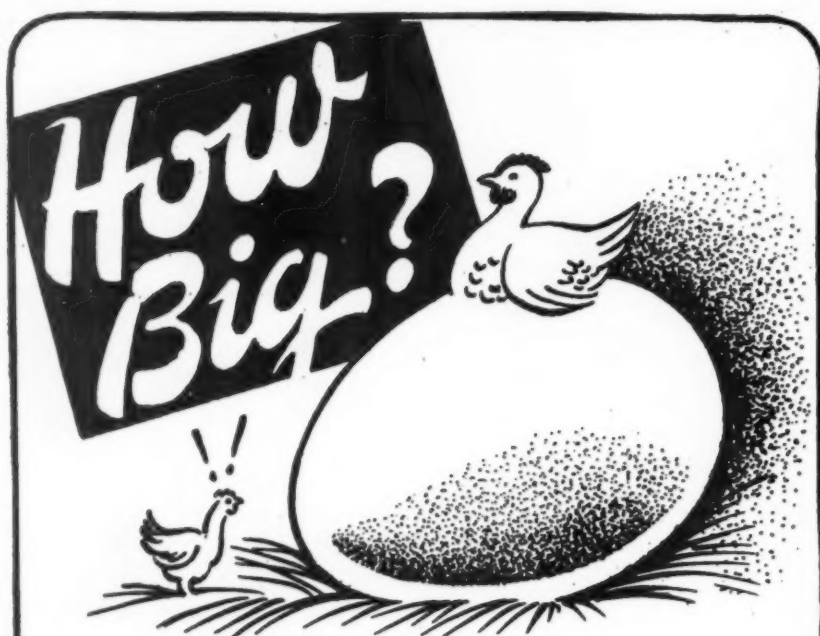
A branch manager may realize he has ordered too much or too light on a certain product, and this is reported. Generally the surplus can be switched to another store, and shortages can be balanced from other stores or from headquarters.

The S.M. Casts Deciding Vote

Occasionally there is a question pertaining to some business management problem. A branch manager may ask for the proper procedure. The sales manager gives a decision, or, in cases which are immaterial to him, the branch managers may be asked to vote in order to establish a general routine in the matter. In such cases the majority wins; if the vote is even, the sales manager casts the deciding vote. It is important that in many such cases the branch managers are given a chance to vote and thereby establish their decisions in routine matters.

In preparing for the telephone conference talks, the sales manager keeps a special folder into which is put memoranda of all subjects to be brought up. Just before the meeting he goes through them, refreshing his mind on details of each subject and making notes so that everything is presented smoothly and in an orderly pattern.

These daily circuit talks are supplemented by weekly meetings in person, held in the sales manager's office. Of these, there are 30 to 40 a year, since holiday weeks are eliminated. They last from half an hour to an entire morning, and are devoted to more serious and lengthy discussions of problems of sales management. The discussions include better methods of displaying products, selling and general business management, or they may center around the handling of various personnel problems or the handling of various types of customers.



**the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90% of the
331,000 people in
the St. Paul A. B. C.
city zone.***

*Less than 10% of the people in the St. Paul
City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK 342 Madison Ave. **CHICAGO** Wrigley Bldg. **DETROIT** Penobscot Bldg. **ST. PAUL** Dispatch Bldg.

To dramatize the appeal of the wide range of prizes offered in Belnap & Thompson's "Push Plan," the company sets up a model house, filled, from sill to sill, with sales contest merchandise.



PRIZES: When salesmen bring home the bacon in sales contests they can select prizes from this realistic display of furnishings.

B & T Build a Promotion Center To Sell Sales Promotion

To light a fire under salesmen without burning them up is the aim of Roy Belnap, president of Belnap & Thompson, Inc., Chicago. "Incentives are a burning management question today," he says, "and they will be even more important when we go into the expected buyers' market."

"Modern sales problems demand modern incentive programs. The old-fashioned contest awarded cash prizes, often startlingly big ones, or a coveted cruise to the top winners. But it

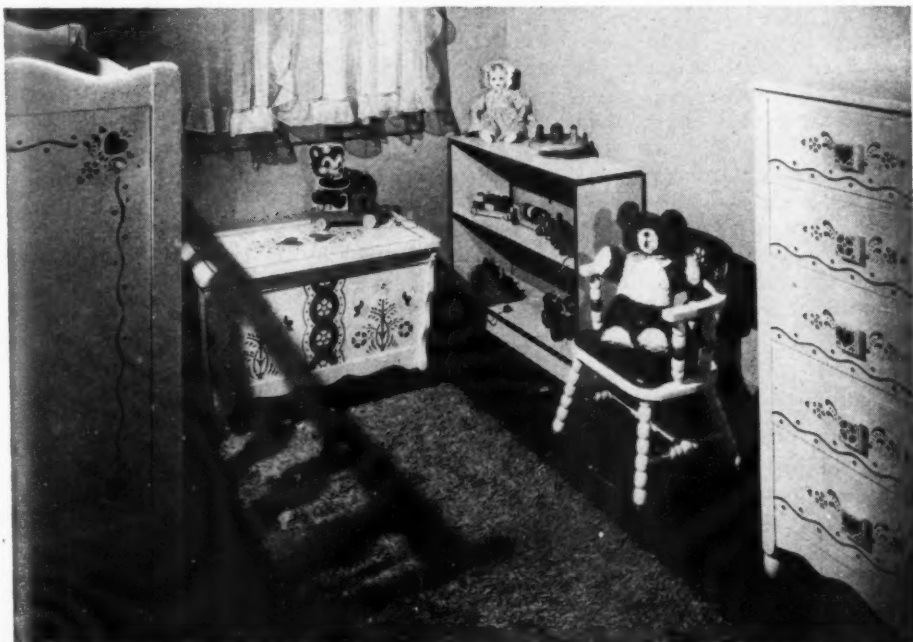
gave neither recognition nor prizes to the 80% or more of the company's salesmen who worked hard but never reached the prize bracket.

"By contrast, the push type incentive plan as we have developed it, recognizes the importance of awarding prizes to everyone who pitches in, in proportion to his toil, effort and thought. We know by experience that such a policy gets better results and leaves the mill-run salesman with better feeling toward the company.

"Only merchandise prizes are given because merchandise looks like more . . . more than the dollar that bought it. Winners like merchandise because it has permanency and can be kept, like a trophy, to symbolize their winning. Salesmen will go all out to a far greater extent for prizes they can carry home to their wives and children than they will for the equivalent in cash for their own pockets."

One of the mainstays of the firm's "Push Plans," as they are called, is the galaxy of prizes offered to winners. The B&T Prize Book lists some 856 carefully selected items, tested over the years.

"These Prize Books are real sales stimulants," Mr. Belnap reports. "The salesman receives a copy in the mail at his home and shares it with his wife and children. They get enthusiastic over the pictures and descriptions. They decide that they want this and then that. It's up to the old man to get out and hump. He's just got to bring those things home. Never underestimate the power of the woman and the children when



YOUNG FRY'S ROOM: There are prizes for the kids, too, in B & T's Prize Book. This child's room is set up with matched pieces.



PREVIEW FOR WINNERS: Salesmen—and their wives—find it easy to fit sales contest prizes into their own homes when they view a Belnap & Thompson display. From toaster to refrigerator (left) every item from the Prize Book is brought into the natural home atmosphere. Six brands of irons (below) show wide variety of choice in a single type of prize. Branded knife set is added sales stimulant in many a contest.

you want to get a campaign going on all cylinders."

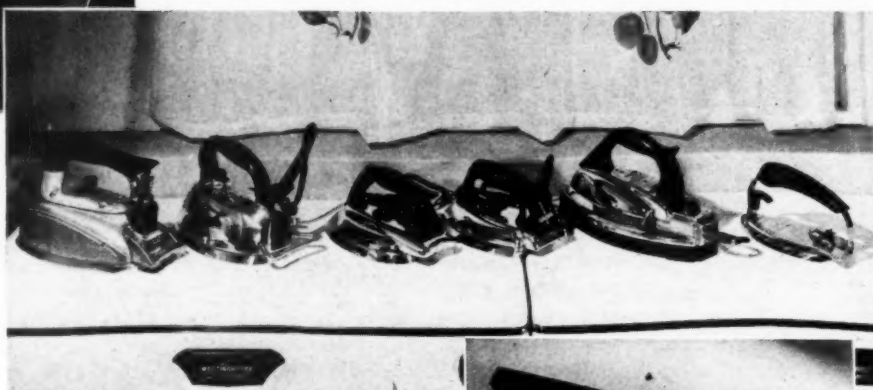
The prizes looked fine in the book, but Mr. Belnap wondered how they would look in the salesman's home . . . in the kitchen, the nursery, the game room? There was only one honest answer to that one: Put the prizes in their setting and see.

So Belnap & Thompson built a complete six-room house inside Chicago's famed Palmer House. Over 400 of the prizes are at home there, from coffee maker, toaster, stove, refrigerator, flatware, toys, and a piano to a roomful of golfing, fishing and hunting, and drinking equipment. The prize home, always wide open to salesmen of participating companies, frames the prizes so pleasantly most salesmen would like to win a whole room.

Adjoining the prizes, in Belnap & Thompson's "house within a house," is an oval shaped directors' room. Its walls are covered with heavy draperies which open, a panel at a time, to reveal sample posters, advertisements, and other promotional pieces being used in "Push Plan" campaigns. Executives of any company that has signed for a campaign, or is still a prospect, may come here and discuss their plans with B&T specialists.

One of the panel displays show campaign examples from the automotive, oil and food fields. A few selected companies in each classification are named.

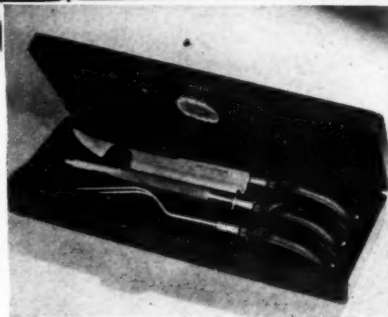
The third part of the house is a conference hall on the floor above. With all the fittings of a little



theater, it will comfortably seat 250 salesmen. Companies launching a campaign may bring in their salesmen, show them through the prize home below, and then give them the works in the conference hall. Salesmen, already sparked by the prizes, can be further fired by lectures, blackboard demonstrations, motion pictures and sound effects. If that is not enough, the Palmer House kitchens will materialize a portable bar, hors d'oeuvres, and other edibles.

The whole layout, wrapped in a bundle, is called "Incentive Center." "Our purpose in building it," Mr. Belnap explains, "was to prepare a place where management could come to study the 'Push Plan' we have developed in the proper kind of surroundings. Here we present to both management and men an incentive program in which everyone who tries wins. The facilities provide management with the place and means for holding successful, enthusiastic meetings. And salesmen can see their potential prizes brought to life."

Prizes bear many famous brand names: Almco, Bigelow-Sanford, Botany, Bulova, Chatham, Cory,

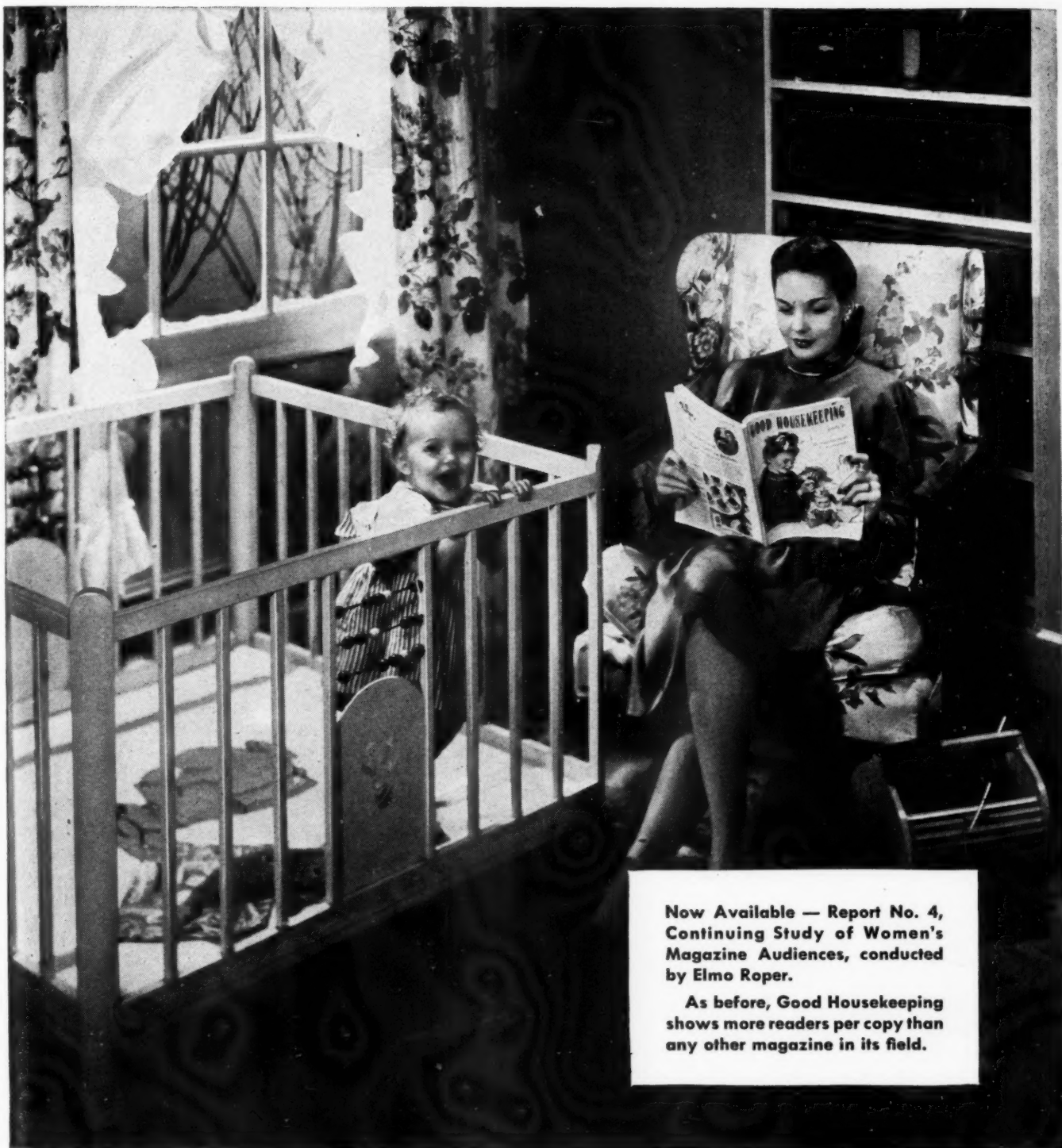


Evinrude, Eversharp, Eastman Kodak, Iver Johnson, Kroll, Longines-Wittnauer, Mirro, Magic Chef, Toastmaster, Mixmaster, Oneida Community, Philco, Parker, Spalding, Remington, Schick, General Electric, Westinghouse, Wilson Bros., and Zenith.

Some of the clients who have participated in or worked out their own "Push Plans" sales are: Abbott Laboratories, Chrysler Sales Corp., Derby Foods, Inc., The Reuben H. Donnelley Corp., Fram Corp., Fruehauf Trailer Co., Inc., General Foods Sales Co., Inc., Hastings Manufacturing Co., Kraft Foods Co., Oldsmobile, Pepsi-Cola Co., W. A. Sheaffer Pen Co., Sinclair Refining Co., Standard Oil Co., and the Studebaker Corp.

SALES MANAGEMENT

ADS ARE MORE CONVINCING IN GOOD HOUSEKEEPING!



Now Available — Report No. 4,
Continuing Study of Women's
Magazine Audiences, conducted
by Elmo Roper.

As before, Good Housekeeping
shows more readers per copy than
any other magazine in its field.

Your product, when it is advertised in Good Housekeeping, has *two* reputations to recommend it—yours and ours.

And ours is a valuable plus for yours. For the confidence women have in the integrity of Good Housekeeping extends

to the advertisements in it. Thus each advertisement has greater conviction here than it could have anywhere else.

And there is no need to tell you that the power of conviction is a major force in making sales.

Women know . .



we give this seal to no one—
the product that has it, earns it.

Owner Quiz Gives Plymouth Ideas for Car Improvement

Chrysler engineers and designers operate a continuing analysis of customer complaints and suggestions. A visual cumulative chart reveals the trends in research data.

"How do you like your car?"
"What is there about it that you don't like?"

These are stock questions which representatives of Plymouth Division, Chrysler Corp. are constantly asking owners of Plymouth cars. They want truthful answers to both questions. They know they have a good product, but they also know that even the best of products can be improved. Minor improvements are made from time to time during the model year; then, usually once a year, new models which incorporate major improvements are brought out. And owners are the ones who determine, to a considerable extent, just

what changes and improvements shall be made.

To obtain such suggestions from owners, Plymouth regularly carries on correspondence with many thousands of them. In addition, it obtains many other suggestions from dealers and from field service representatives who solicit them from owners and pass them on to the factory.

There, a thorough and systematic analysis of the reports is made and the findings are tabulated, posted, discussed, and reported to the department heads and others concerned.

These reports first are coded by major components of the car (motor, chassis, body, axles, etc.) and by part

numbers, and the information is then posted on key punch analysis forms for tabulating. The tabulated report then is decoded and duplicated and copies are sent to 11 members of top management, including the president of Plymouth Division and the vice-president in charge of engineering of Chrysler Corp. To visualize the same information in briefer form, a "Product Information Board" is employed. This board shows by means of cords, pegs, and figures the number of comments received on each of the 23 major classifications. At the left end of the board, case histories are mounted. These are typed and they serve to supply any details that may be desired concerning the cases posted on the board.

Sifting Suggestions

Then, once a week, the heads of the production, engineering, sales, service and administrative departments meet and consider the suggestions which have been received during the preceding week.

Principal considerations here are the number and importance of suggestions received concerning each part or item of the car. Thus, if only one or a few owners offer a similar suggestion, it is given due weight and consideration, but it obviously is not so important as is another which has been mentioned by many owners. If, for example, 200,000 cars of the current model have been sold and only 10 or so owners out of that number suggest a given change or improvement, that is not nearly so important as it would have been considered if several hundred owners had made the suggestion.

If a suggested improvement is considered desirable, the problem of when to make the change arises. If the change is a minor one, but is considered well worth while, it may be made immediately; if it is a major one, which would require considerable retooling, it may have to be delayed until the factory is changed over to produce a new model.

A couple of examples of minor improvements which have been made during the current model year will illustrate the principle.

Quite a number of suggestions were received, particularly from women, to the effect that the front seat was slow to respond when they wanted to move it forward. The position of the spring which pulls this seat forward when released was changed and there have been no further reports on this feature.

A number of others reported that the glove compartment was hard to open; a minor change corrected this.



LET *Vermont*
BE ONE OF YOUR BRIGHTER SALES AREAS
Burlington
Has \$2886 per family at retail compared with \$2026 national average
The Burlington Free Press
COVERS THE FIELD

Sales Office Doubles As Lighting Laboratory

When you step into the office of R. F. Hartenstein, superintendent of electric and steam sales, Ohio Edison Co., Akron, O., you find it's a typical modern office, the kind used by many executives.

But Mr. Hartenstein's office doubles in brass. He's made it into a display room and demonstration laboratory for proper application of light.

To demonstrate the good lighting practice which he preaches, Mr. Hartenstein installed three parallel, lengthwise fluorescent star units, plus four individual star units placed cross-wise. Each unit contains two 40 watt fluorescent tubes.

These lights are controlled from several rows of switches. By flip of a switch Mr. Hartenstein can demonstrate many possible combinations of light. He uses a standard lighting meter, in some cases, to accurately measure strength of illumination. In this way, prospects can quickly see for themselves right and wrong ways of illumination.

In his office laboratory, Mr. Hartenstein demonstrates other factors affecting see-ability indoors. When people complain that certain combinations of lights provide "too much light" for comfort he points out that the ratio of contrast between the

ceiling brightness and the sidewalls.

The common complaint of "office fatigue" often can be traced to harmful glare from bare bulbs reflected on any polished surface. Mr. Hartenstein points out that "fluorescent is being used more and more and the direct rays from bare fluorescent tubes are glaring and harmful to the eyes—users recognize that fact."

Mr. Hartenstein can even demonstrate the value of keeping lighting fixtures clean. He calls it "get the light you pay for." He suggests weekly illumination readings and a bi-monthly maintenance schedule. He cites cases where office lighting has been increased by more than one-third simply by regular cleaning of light fixtures and replacing bulbs after 1,000 hours of service. With these facts, Mr. Hartenstein can point out the logic of customers installing lighting fixtures which can be easily cleaned.

The ideal goal of lighting engineers is to furnish the office in light colors to avoid contrasts. However, Mr. Hartenstein maintains his office as a plain, work-a-day place which duplicates the offices of many companies. By doing so, he's able to illustrate ideas on effective lighting on the spot and under recognizable office conditions.



TOO BRIGHT: All lights are on so the office of R. F. Hartenstein (left) would not be comfortable for most people. Discomfort comes from bright ceiling contrasting with relatively dark areas. Mr. Hartenstein demonstrates with flip of a switch.

MANY COSMETICS,
DRUGS, FOODS,
DRINKS
are **OVERLOOKING A MARKET**
*That's as wide and broad as
the United States itself.*

Cosmetics, drugs, foods, drinks,—everything from automobiles to zithers are purchased at the rate of seven billion dollars a year by this very active home market. It's easy to overlook because we're all so close to it. But it's easy to reach, too. You reach the big American Negro market through the race papers to which the Negro looks for guidance. The good will, confidence, and regular patronage of the Negro can be won and held by advertising in the Negro papers.

You owe it to your business to get the facts about the success stories built upon reaching this great and growing market through advertising. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York. Get the facts.

PROTECT AND PRESERVE
your
ART WORK • PHOTOGRAPHS
PHOTOSTATS • PROOFS
CREDIT CARDS • RECORDS
PRESENTATIONS • SHOP CARDS
by inserting them in


VU-THRU

ACETATE ENVELOPES

All sizes. Quick delivery. Save many times their low cost. Write for samples and prices on your company letterhead.

GLENFIELD PLASTICS, INC.
54 DE WITT STREET, BEAVER FALLS, N. Y.

MANAGEMENT
MEN in the
Central
West
PREFER
**Chicago Journal
of Commerce**

AMONG LUMBER and
MATERIAL DEALERS

**Building
SUPPLY NEWS**

is **#1**
in CIRCULATION
in ADVERTISING
in LEADERSHIP

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing the Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Burton Bigelow and Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances among Salesmen, by Robert N. McMurray. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

REFERENCE TOOLS

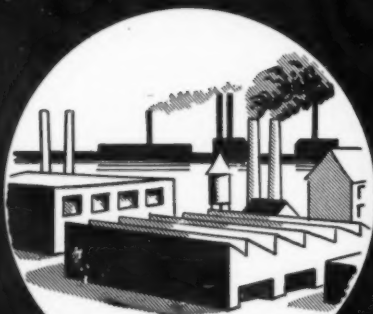
135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

134—Retail Distribution in 1946—A Forecast, by W. F. Gilbert. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

Take a Peek at Lawrence!



It's a busy place! The Woolen and Worsted Capital of America offers steady employment to nearly 25 thousand workers.

To make a deep impression on 95 out of every 100 families in Greater Lawrence (folks who spend over 52 million at retail) let the Daily Eagle-Evening Tribune do your selling. Only dailies devoted exclusively to this market. ABC circulation over 35,000.

The **EAGLE-TRIBUNE**
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

How to Win Friends
and
Influential People
for *Your*
Product

Popular acceptance of your sales story may begin in the classroom, if your product relates to any of the hundreds of basic necessities of modern living.

For teachers are America's most influential market... what they say and do is respected by students and often carried home in the form of recommendations.

In this way, powerful buying influence is exerted on millions of home budgets.

State Teachers Magazines reach 710,000 alert, responsive teachers, including the higher income and larger school brackets... the most complete coverage of this market obtainable.

Rates are attractive. Write today!

Georgia C. Rawson, Manager

Reaching America's Most Influential Market

State Teachers
MAGAZINES
710,000 Subscribers

An association of 43 state teachers magazines

SALES MANAGEMENT

Promotion

Five Keys to Leadership

One promotion booklet, thinks *The Columbus Dispatch Sunday Magazine*, isn't enough to explain how it builds readership. The magazine has six interlocking booklets, each separate, each telling its own story. They are: "Culture . . . Femininity . . . Beauty and Color . . . Dignity . . . Local Touch . . . Exciting Copy . . . Builds Readership." Each reprints stories or articles, on its particular subject, which have appeared in the magazine. Each is bound in rough covers, with a different color for each booklet. It's a neat idea—in this case it's well-done to the point where you might like to give it your eye for future reference. Write the advertising director, *The Columbus Dispatch*, Columbus 16, Ohio.

Sell It Outdoors

Birch-Boston, outdoor advertising specialists, have a well-gotten-up booklet designed to show the scope of the company's New England activities and to point out the advantages of outdoor advertising. The booklet is heavily illustrated with excellent pictures, many of which are samples of Birch's work. Captions are informative and show research on the New England character and habit patterns. Write The F. H. Birch Co., 216 Tremont Street, Boston 16.

Women's Group Leadership

Macfadden Women's Group, in the last paper-normal year (1941) was first in circulation, first in advertising. During the war years Macfadden saw circulation and advertising volume decline under paper rationing. In the first six months of 1946 paper restrictions had been lifted, though paper was still scarce. Macfadden Women's Group added 500,000 circulation, is again at the top of the pot. These are facts brought out in a mammoth promotion piece (actually a reprint of the entire Macfadden Women's Group for November) by the Group.

Pantry Poll

The Chicago Times Pantry Poll for August 1946, which contains the first yearly summary, is available. This study begins a new yearly cycle and offers the first opportunity for comparing the period under study with a similar study of a year ago. Important consumer trends and readjustments in the Chicago market

area are brought to light; interesting facts behind the survey (general characteristics of panel families, home ownerships, maps, etc.) are given. Write M. G. Barker, the promotion manager, Chicago 6.

Test Town U. S. A.

A booklet you'll want is one containing current market data prepared by *The South Bend Tribune* and called, "Test Town U.S.A." Facts on population, buying power (figures from SALES MANAGEMENT's *Survey of Buying Power*), retail sales, newspaper coverage, industrial employment and distribution for the South Bend Market (the Test Town of the booklet) are set down in concise and informative studies. Write Clarence W. Harding, public relations director of the newspaper for your copy.

Two Glimps Make a Glimpse

CBS has gotten off the presses one of the most elaborate and amusing promotion pieces of the year. Called "A Tale of Two Glimps," the piece is dedicated to "the young in heart . . . for it is their vision that has given us the miracle of television;" is so cleverly put together it could grace a book shop window. The network spared no expense or thought

in the preparation of its book. Written, and illustrated in color and in black and white, by Ludwig Bemelmans, "Glimps" tells the story of two glimps—one black and white, the other resplendent in color. Black and white glimps sees only his own variations of light on his television set; colored glimps sees the entire spectrum on *her* set. The only point that CBS has seen fit to make is that on your television set *color* looks good. It's enough. Write the network at 485 Madison Avenue, New York City.

The Right Way to Sweets

Sweets Catalog Service, Division of F. W. Dodge Corp., describes in a new 32-page promotion piece an inter-industry product information system which functions to bring sellers and buyers together in the shortest time and with the least effort. Bearing the title, "To get the right information to the right man at the right time," the booklet is, in effect, a catalog of Sweet's service. It follows the organization's own principles of catalog design, presents in visual units the nature of this service, how it is rendered, its advantages. A back-cover pocket contains specific information on each of the seven Sweet's Files. Write the company, 119 West 42nd Street, New York City 18.



"Now about those deliveries you promised us early in 1947, Mr. Cosgrove . . ."

Media and Agency News

NEWSPAPERS

John Foster Dulles, advisor to the United States delegation to the United Nations, and three top-flight State Department officials will address the Inland Press Association February 10, during its mid-winter convention at the Congress Hotel, Chicago, it is announced by Franklin D. Schurz, president of the association and vice-president of *The South Bend Tribune*. State Depart-



ROBERT E. GOUGH is the newly appointed assistant business manager of *New Orleans States* and *The Times Picayune*.

ment men scheduled to take part in the day's discussions revolving around America's foreign policy will be Ellis O. Briggs, director of the office of Latin American affairs; George F. Kennan, former chargé d'affaires in the American Embassy in Moscow and at present deputy for foreign af-

fairs in the National War College; John Carter Vincent, director of the office of Far Eastern affairs. In setting aside a day for a discussion of foreign policy, the 400 members, publishers and newspaper executives, are broadening the scope of Inland Press activities. Heretofore, its meetings have been confined for the most part to daily newspaper problems.

The *Philadelphia Record*, during its strike began November 7 when 423 editorial, advertising, and business department members of the Newspaper Guild walked out, continued to rack up lineage and circulation gains. With nine senior members of the editorial staff writing, editing, and making up, and seven executives in the advertising departments handling all copy and advertising detail, advertising lineage is at a premium with the newsprint shortage. Local retail and department store advertising showed continued gains into mid-December. The over-all advertising picture for November 1946, compared to November 1945, shows a net gain of 276,111 lines. The *Sunday Record* jumped almost 5,000 in circulation over October, this increase coming one month after the Sunday paper price on the *Record* was upped from 12c to 15c.

The *Pittsburgh Sun-Telegraph* will soon release Report No. 1, covering June, July and August 1946,

of its recently inaugurated Continuous Consumer Brand Inventory. The report will present inventory data gathered by the Alfred Politz Research organization among a sampling of housewives within the corporate limits of Pittsburgh. The inventory has been scheduled as a quarterly project, with continuous interviewing throughout each three-month period, in order to provide accurate trends. General brand preference data are shown only as they may be a part of specific brand usage data. The study is presently limited to 14 product classifications within the grocery field. These are baby food, beverage mixes, cold cereal, hot cereal, cleansers and scourers, coffee, desserts and dessert mixes, detergents and water softeners, flour mixes, flake and gran-



EDWIN T. BURKE, former national advertising manager, is the new assistant to the business mgr., *New York World-Telegram*.

ulated soap, laundry soap, tea, and waxes and polishes.

The sample of 761 homes permits a three-way analysis of the city data, and in turn, three age and economic breakdowns have been made. According to Stewart List, advertising director of the *Sun-Telegraph*, the actual number of brands found in the households surveyed was surprisingly large—616 in all 14 categories. Chain store brands, as well as national and regional varieties were represented. In the case of baby foods, all brands stocked were national. In the case coffee, the two leading brands were either regional or chain, each leading the nearest national brand by over two to one from a distribution standpoint. The leading dessert mix was stocked by over half the households surveyed. As soon as this report is off the press, it will be available through the *Pittsburgh Sun-Telegraph* or any of the Hearst Advertising Service offices.

AGENCIES

A new point-of-sale service called National Point-of-Sale Service, Inc., will make its bow in the grocery out-

SALES MANAGEMENT



NEWSPAPER REPRESENTATIVES ASSOCIATION OF NEW YORK see basic, color-slide A. N. A. N. presentation. Of the 170 attending, here are shown (clockwise around the table from left foreground): John Bowman, Ralph R. Mulligan, Robert McClean, Robert Emmerich, Frank Lynch, Joseph O. Donnell, August Kuch, D. N. Whiting, and Bert Kerber.

THE DETROIT NEWS



.....

one of the family in over
400,000 Detroit homes!



IN DETROIT, The News is more than a reporter of news; more than an advertising medium; more than a market guide for hundreds of thousands of busy housewives. It's a welcome visitor whose friendly solicitude for the people's welfare is repaid by a loyalty lasting over the years. It is not uncommon to find News' subscribers of 50 years' standing. In fact the very method of delivery makes the News a uniquely consistent visitor.

Day in and day out The News is delivered by 5500 exclusive carriers into the majority of the homes of Detroit. It has the largest home delivered circulation of any Detroit newspaper and, as a result, is consistently the advertising leader of

Detroit and is currently third in advertising in the United States.

All advertising is local, and in Detroit The News has the distinct local appeal which spells results.



412,605 weekday total circulation—
517,022 Sunday total circulation—
Largest circulation in The Detroit Trading Area



OWNER AND OPERATOR OF RADIO STATIONS WWJ AND WENA

DAN A. CARROLL, 110 E. 42nd St., New York 17

J. E. LUTZ, Tribune Tower, Chicago 11

lets of Houston, Tex., this month under the direction of MacDonald Lynch of Galveston, Tex., and Joe W. Edwards and Alton Wilson of Houston. It is planned to extend service to other metropolitan areas later in the year. Gist of what is called "The Wilson System" is a synchronizing of point-of-sale displays with the general advertising campaign and the opportunity to plan and schedule display in much the same manner as other forms of advertising. The organization leases the space from dealers (windows, floors, shelves) and does installation and checking. All transactions will comply with the Robinson-Patman Act. Drug, liquor and tobacco outlets will be added to food stores when the plan starts.

H. B. Fuller, who for the past 25 years has served in private business and Government agencies in various



LOREN J. ROWELL, former account executive, Young & Rubicam, Inc., now on agency's Hollywood office executive staff.

sales and advertising capacities, has opened an office in Atlanta, Ga., and will offer sales, advertising and marketing counsel services. Early this year Mr. Fuller plans to organize an Atlanta metropolitan market survey service, including a sufficient number of surrounding counties to cover a market of a million, to serve national firms in making local area surveys and opinion polls. Mr. Fuller's staff of experts will specialize in training interviewers in the technique of surveying and in supervising their field work. The agency starts off with 16 clients and a department of the United States Government, and plans are under way to obtain national clients for local service through advertising in sales, advertising and marketing publications.

Herbert Kaufman opens offices in New York City as advertising, sales promotion and public relations consultant. . . . Dinerman and Co., Inc.,



FRANK STANTON, CBS president, testifying before the FCC, asks that color television be given the green light for free competition with black and white video.

is the new name of Stokes, Palmer, Dinerman, Inc., Cincinnati, O. . . . Robert M. Ganger, vice-president and director of Geyer, Cornell & Newell, Inc., has been made a partner of the firm. The agency name is now Geyer, Newell & Ganger. Charles A. Brocker, formerly vice-president and media director, has been named vice-president in charge of operations of the agency. . . . Laura Ellsworth Carson, vice-president of Federal Advertising Agency, is now a member of the board of directors. . . . Larry Wherry, vice-president of the agency, is elected to board of directors, Sherman & Marquette, Inc.



THOMAS C. BUTCHER, formerly with Doherty, Clifford & Shenfield, Inc., joins executive staff of William Esty & Co., Inc.

RADIO

The Broadcast Measurement Bureau will issue new, detailed audience area maps which will include the percent penetration in each county. They will be distributed to subscribers as soon as they can be prepared and will substitute for the maps originally issued as part of the station audience reports. Stations are being

informed of this action in case they want to anticipate the receipt of their official B. M. B. maps by preparing their own maps to conform with the new ones to be issued by the Bureau.

KOSA, Odessa, Texas, and KSIL, Silver City, N. M., both bonus stations to KROD, El Paso, Texas, have joined the Columbia network, bringing the number of CBS affiliates to 163. . . . The total number of affiliated stations of the American Broadcasting Co. has been increased to 238 with the addition of WTOK, Meridian, Miss., and KREO, Indio, Cal. . . . Nine additional stations have been added to the list of Mutual Broadcasting System affiliates, to bring the current total to 377.



DANIEL W. ASHLEY has been appointed the publisher of *The United States News* and of *World Report*, it is announced.



HAPPY NEW YEAR, TOO . . . Miss AMA Christmas Party (singing starlet, Abbe Marshall) at the 1946 Yuletide Celebration of the New York Chapter of the American Marketing Association, was the prize for which several hundred "serious-minded" marketing experts and researchers drew lots.

SALES MANAGEMENT

No flipping in San Francisco



Sometimes it's almost necessary to flip a coin in choosing between media—they seem that close together in the factors that space-buyers study.

But not in San Francisco. The Examiner leads by every measurable standard—FIRST in news, circulation, advertising and public service. And that's been going on for more than 50 years.

NATIONALLY REPRESENTED BY
THE HEARST ADVERTISING SERVICE

San Francisco **EXAMINER**
FIRST FOR MORE THAN 50 YEARS

HIGH SPOT CITIES

Retail Sales and Services Forecast for January, 1947

Dollar volume of sales and services continues to climb, and this January the total should be more than 40% ahead of January 1946. In nearly every line the increase comes from higher prices rather than more units.

The Pacific Coast and South Atlantic areas continue in the spotlights with twelve of the first fifteen cities leading in "City Index" being in those sections. The fifteen leaders are: San Diego, Calif., 406.2; Fresno, Calif., 395.0; Phoenix, Ariz., 385.3; Miami, Fla., 384.2; San Jose, Calif., 378.1; Wichita, Kan., 363.2; San Bernardino, Calif., 357.1; Topeka, Kan., 351.5; Oakland, Calif., 345.7; Tucson, Ariz., 342.2; Springfield, Mo., 332.3; Pasadena, Calif., 323.3; Spartanburg, S. C., 332.2; Albuquerque, N. M., 331.8; Asheville, N. C., 325.0.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may

be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

☆ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for January, 1947)

| City | City Index | Nat'l Index | \$ Millions |
|------|------------|-------------|-------------|
|------|------------|-------------|-------------|

UNITED STATES

231.5 100.0 \$9,450.00

Alabama

| | | | |
|--------------|-------|-------|-------|
| ☆ Birmingham | 267.0 | 115.3 | 26.50 |
| ☆ Mobile | 257.1 | 111.1 | 8.35 |
| ☆ Montgomery | 239.8 | 103.6 | 6.95 |

(Continued on page 96)

SALES MANAGEMENT

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



New Year's and Celebrations go together . . . like Hempstead Town and the Nassau Daily Review-Star.

Hempstead Town is something to celebrate . . . swinging into the New Year in front of all other New York State High-Spot Cities, a position it has held by increasing margins, for the past six months . . . with the highest per-capita income and retail sales of the state's major markets.

Hempstead Town and the Nassau Daily Review-Star look forward together to a prosperous New Year from the vantage point of a 184% retail sales gain in December over December 1939, and a 23.5% lead over the national rate of gain for the same period . . . dollar volume, \$41,150,000. (Sales Management's High-Spot Cities).

The parallel persists, too, in the Nassau Daily Review-Star . . . ever gauging, ever helping to build, Hempstead Town's prosperity during the past quarter century . . . ever able, on 25 successive New Year's, to look back with satisfaction, and forward with optimism, on Hempstead Town's development toward its present big market status.



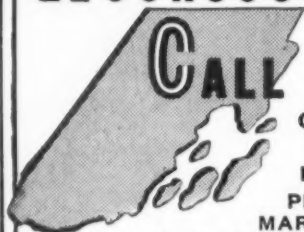
NASSAU DAILY REVIEW-STAR

Published daily except Sunday, 5c a copy • HEMPSTEAD TOWN, L. I., N. Y. • Executive Offices: Rockville Centre, N. Y. • National Representatives: Lorenzen & Thompson, Inc. New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta.

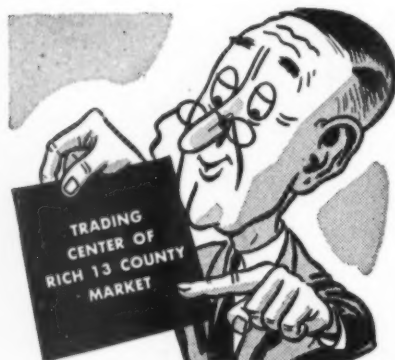
SELLING FOODS?

They're hungry in Woonsocket for your food products. Woonsocket leads all other Rhode Island cities in food sales per capita! If your product is eatable, tell it to Woonsocket, the city with the appetite and purchasing power. For a good buy, use the—

WOONSOCKET



Representatives:
Gilman, Nicoll & Ruthman



Ad Beyer
SAYS...

Flash! Illinois Dept. of Labor reports that Rockford led all downstate Illinois cities in the value of new building permits during the month of October! More proof that Rockford is a live responsive market . . . "Best Test City in the Mid-West."

At the Top in Illinois

ROCKFORD

MORNING STAR
REGISTER-REPUBLIC

111,000
METROPOLITAN POPULATION

HIGH SPOT CITIES

(Continued from page 94)

RETAIL SALES AND SERVICES
(SM Forecast for January, 1947)

| | City | Nat'l | \$ |
|--|-------|-------|----------|
| | Index | Index | Millions |

Arizona

| | | | |
|-----------|-------|-------|-------|
| ☆ Phoenix | 385.3 | 166.4 | 17.35 |
| ☆ Tucson | 342.2 | 147.8 | 7.58 |

Arkansas

| | | | |
|---------------|-------|-------|------|
| ☆ Fort Smith | 265.5 | 164.7 | 3.94 |
| ☆ Little Rock | 236.0 | 101.9 | 9.08 |

California

| | | | |
|------------------|-------|-------|--------|
| ☆ San Diego | 406.2 | 175.5 | 36.40 |
| ☆ Fresno | 395.0 | 170.6 | 19.73 |
| ☆ San Jose | 378.1 | 163.3 | 15.85 |
| ☆ San Bernardino | 357.1 | 154.3 | 9.12 |
| ☆ Oakland | 345.7 | 149.3 | 58.45 |
| ☆ Pasadena | 323.3 | 139.7 | 16.63 |
| ☆ Long Beach | 320.9 | 138.6 | 25.85 |
| ☆ Berkeley | 317.8 | 137.3 | 9.20 |
| ☆ Los Angeles | 308.1 | 133.1 | 226.23 |
| ☆ Stockton | 296.3 | 128.0 | 10.14 |
| ☆ Santa Barbara | 249.2 | 107.6 | 5.43 |
| ☆ Sacramento | 235.0 | 101.5 | 17.41 |
| ☆ San Francisco | 229.8 | 99.3 | 72.36 |

Colorado

| | | | |
|--------------------|-------|-------|-------|
| ☆ Denver | 236.0 | 101.9 | 39.40 |
| ☆ Colorado Springs | 231.4 | 100.0 | 4.55 |
| ☆ Pueblo | 205.5 | 88.8 | 4.38 |

Connecticut

| | | | |
|------------|-------|------|-------|
| Stamford | 221.3 | 95.6 | 6.21 |
| Bridgeport | 201.5 | 87.0 | 13.93 |
| Hartford | 194.6 | 84.1 | 19.92 |
| New Haven | 192.7 | 83.2 | 15.85 |
| Waterbury | 187.0 | 80.8 | 7.64 |

Delaware

| | | | |
|------------|-------|------|-------|
| Wilmington | 201.2 | 86.9 | 12.58 |
|------------|-------|------|-------|

District of Columbia

| | | | |
|------------|-------|------|-------|
| Washington | 221.9 | 95.9 | 84.05 |
|------------|-------|------|-------|

Florida

| | | | |
|----------------|-------|-------|-------|
| ☆ Miami | 384.2 | 166.0 | 37.20 |
| ☆ Tampa | 316.8 | 136.8 | 13.65 |
| ☆ Jacksonville | 264.0 | 114.0 | 18.32 |

Georgia

| | | | |
|------------|-------|-------|-------|
| ☆ Columbus | 314.7 | 135.9 | 6.94 |
| ☆ Macon | 300.8 | 129.9 | 7.10 |
| ☆ Atlanta | 297.5 | 128.5 | 48.00 |
| ☆ Savannah | 263.5 | 113.8 | 8.50 |
| ☆ Albany | 263.0 | 113.6 | 2.50 |
| ☆ Augusta | 245.4 | 106.0 | 5.77 |

Hawaii

| | | | |
|------------|-------|-------|-------|
| ☆ Honolulu | 286.2 | 123.6 | 39.50 |
|------------|-------|-------|-------|

Idaho

| | | | |
|---------|-------|-------|------|
| ☆ Boise | 286.5 | 123.8 | 5.93 |
|---------|-------|-------|------|

Illinois

| | | | |
|--------------------------------|-------|-------|--------|
| ☆ Rockford | 285.8 | 123.5 | 11.64 |
| ☆ Peoria | 232.2 | 100.3 | 13.22 |
| ☆ Chicago | 221.7 | 95.8 | 316.30 |
| ☆ Moline-Rock Island-E. Moline | 212.1 | 91.6 | 7.45 |

RETAIL SALES AND SERVICES
(SM Forecast for January, 1947)

| City | Nat'l | \$ |
|-------|-------|----------|
| Index | Index | Millions |

Illinois (Cont'd)

| | | | |
|----------------|-------|------|------|
| Springfield | 207.0 | 89.4 | 7.96 |
| East St. Louis | 205.9 | 88.9 | 5.15 |

Indiana

| | | | |
|----------------|-------|-------|-------|
| ☆ South Bend | 313.5 | 135.4 | 14.31 |
| ☆ Fort Wayne | 268.0 | 115.8 | 14.12 |
| ☆ Gary | 250.1 | 108.0 | 10.28 |
| ☆ Evansville | 241.4 | 104.3 | 10.25 |
| ☆ Indianapolis | 225.7 | 97.5 | 39.75 |
| ☆ Terre Haute | 209.3 | 90.4 | 6.62 |

Iowa

| | | | |
|----------------|-------|-------|-------|
| ☆ Sioux City | 287.8 | 124.3 | 10.64 |
| ☆ Cedar Rapids | 239.4 | 103.4 | 7.42 |
| ☆ Des Moines | 236.0 | 101.9 | 18.20 |
| ☆ Davenport | 226.5 | 97.8 | 7.28 |

Kansas

| | | | |
|---------------|-------|-------|-------|
| ☆ Wichita | 363.2 | 156.9 | 13.15 |
| ☆ Topeka | 351.5 | 151.8 | 10.47 |
| ☆ Kansas City | 285.0 | 123.1 | 9.31 |

Kentucky

| | | | |
|--------------|-------|-------|-------|
| ☆ Louisville | 244.3 | 105.5 | 30.00 |
| ☆ Lexington | 241.5 | 104.3 | 7.50 |

Louisiana

| | | | |
|---------------|-------|------|-------|
| ☆ New Orleans | 230.4 | 99.4 | 34.04 |
| ☆ Shreveport | 213.5 | 92.2 | 9.40 |

Maine

| | | | |
|------------|-------|-------|------|
| ☆ Bangor | 255.0 | 110.2 | 4.85 |
| ☆ Portland | 208.1 | 89.9 | 8.97 |

Maryland

| | | | |
|--------------|-------|------|-------|
| ☆ Cumberland | 229.7 | 99.2 | 4.61 |
| ☆ Baltimore | 228.1 | 98.5 | 81.12 |

Massachusetts

| | | | |
|---------------|-------|-------|-------|
| ☆ Holyoke | 300.0 | 129.6 | 6.15 |
| ☆ New Bedford | 242.5 | 104.8 | 9.27 |
| ☆ Worcester | 214.6 | 92.7 | 18.62 |
| ☆ Fall River | 213.3 | 92.1 | 8.12 |
| ☆ Springfield | 202.5 | 87.5 | 15.95 |
| ☆ Lowell | 193.6 | 83.6 | 7.08 |
| ☆ Boston | 175.0 | 75.6 | 79.50 |

Michigan

| | | | |
|----------------|-------|-------|--------|
| ☆ Lansing | 290.0 | 125.3 | 12.70 |
| ☆ Battle Creek | 269.8 | 116.5 | 6.19 |
| ☆ Jackson | 263.2 | 113.7 | 6.64 |
| ☆ Flint | 243.5 | 105.2 | 16.45 |
| ☆ Grand Rapids | 236.0 | 101.9 | 17.90 |
| ☆ Kalamazoo | 228.9 | 98.9 | 7.73 |
| ☆ Detroit | 225.1 | 97.2 | 140.50 |
| ☆ Saginaw | 224.8 | 97.1 | 7.51 |
| ☆ Bay City | 217.2 | 93.8 | 4.43 |
| ☆ Muskegon | 186.5 | 80.6 | 4.13 |

Minnesota

| | | | |
|---------------|-------|-------|-------|
| ☆ Minneapolis | 239.5 | 103.5 | 60.42 |
| ☆ St. Paul | 223.6 | 96.6 | 35.25 |
| ☆ Duluth | 198.4 | 85.7 | 8.92 |

Mississippi

| | | | |
|-----------|-------|-------|------|
| ☆ Jackson | 304.0 | 131.3 | 8.28 |
|-----------|-------|-------|------|

Missouri

| | | | |
|---------------|-------|-------|-------|
| ☆ Springfield | 332.3 | 143.5 | 8.08 |
| ☆ Kansas City | 241.4 | 104.3 | 51.00 |
| ☆ St. Joseph | 237.0 | 102.4 | 6.46 |
| ☆ St. Louis | 197.2 | 85.2 | 65.40 |

Montana

| | | | |
|---------------|-------|-------|------|
| ☆ Billings | 244.3 | 105.5 | 4.25 |
| ☆ Great Falls | 208.1 | 89.9 | 4.00 |

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for January, 1947)

City City
Index Index \$
Millions

Nebraska

| | | | |
|---------|-------|-------|-------|
| ☆ Omaha | 255.7 | 110.5 | 25.44 |
| Lincoln | 206.1 | 89.0 | 7.58 |

Nevada

| | | | |
|--------|-------|-------|------|
| ☆ Reno | 312.0 | 135.8 | 6.71 |
|--------|-------|-------|------|

New Hampshire

| | | | |
|------------|-------|------|------|
| Manchester | 213.3 | 92.1 | 6.74 |
|------------|-------|------|------|

New Jersey

| | | | |
|--------------|-------|-------|-------|
| ☆ Paterson | 276.7 | 119.5 | 17.95 |
| ☆ Passaic | 240.5 | 103.9 | 7.91 |
| Newark | 205.0 | 88.6 | 48.00 |
| Camden | 200.1 | 86.4 | 9.02 |
| Trenton | 183.5 | 79.3 | 11.25 |
| Jersey City- | | | |
| Hoboken | 165.4 | 71.4 | 14.90 |

New Mexico

| | | | |
|---------------|-------|-------|------|
| ☆ Albuquerque | 331.8 | 143.3 | 7.24 |
|---------------|-------|-------|------|

New York

| | | | |
|-------------------|-------|-------|--------|
| ☆ Hempstead Twsp. | 290.4 | 125.4 | 25.30 |
| ☆ Binghamton | 242.5 | 105.2 | 9.62 |
| ☆ Schenectady | 235.0 | 101.5 | 9.68 |
| ☆ Niagara Falls | 231.4 | 100.0 | 7.70 |
| New York | 230.3 | 99.5 | 625.00 |
| Troy | 227.5 | 98.3 | 7.25 |
| Elmira | 217.5 | 94.0 | 5.50 |
| Rochester | 215.4 | 93.0 | 36.35 |
| Albany | 213.8 | 92.4 | 15.20 |
| Jamestown | 210.0 | 90.7 | 4.15 |
| Syracuse | 202.9 | 87.6 | 20.50 |
| Buffalo | 191.6 | 82.8 | 45.00 |
| Utica | 182.5 | 78.8 | 7.70 |

North Carolina

| | | | |
|-----------------|-------|-------|-------|
| ☆ Asheville | 325.0 | 140.4 | 7.87 |
| ☆ Durham | 313.5 | 135.4 | 7.32 |
| ☆ Winston-Salem | 285.1 | 123.2 | 8.50 |
| ☆ Charlotte | 283.3 | 122.4 | 12.75 |
| ☆ Greensboro | 276.4 | 119.4 | 7.21 |
| Raleigh | 184.5 | 79.7 | 4.41 |

North Dakota

| | | | |
|---------------|-------|-------|------|
| ☆ Grand Forks | 312.8 | 135.1 | 3.50 |
| ☆ Fargo | 235.0 | 101.5 | 4.53 |

Ohio

| | | | |
|--------------|-------|-------|-------|
| ☆ Akron | 305.2 | 131.8 | 31.10 |
| ☆ Warren | 272.5 | 117.7 | 5.60 |
| ☆ Dayton | 271.0 | 117.1 | 27.15 |
| ☆ Toledo | 244.2 | 105.5 | 30.25 |
| ☆ Cleveland | 239.3 | 103.4 | 94.25 |
| Zanesville | 230.5 | 99.6 | 4.23 |
| Canton | 228.9 | 98.9 | 11.27 |
| Columbus | 227.5 | 98.3 | 34.72 |
| Springfield | 210.4 | 90.9 | 6.07 |
| Cincinnati | 208.0 | 89.8 | 45.00 |
| Youngstown | 205.3 | 88.7 | 15.35 |
| Steubenville | 182.6 | 78.9 | 4.05 |

Oklahoma

| | | | |
|---------------|-------|------|-------|
| Muskogee | 225.1 | 97.2 | 2.74 |
| Oklahoma City | 213.4 | 92.2 | 18.32 |
| Tulsa | 211.5 | 91.4 | 13.45 |

Oregon

| | | | |
|------------|-------|-------|-------|
| ☆ Salem | 313.0 | 135.2 | 5.95 |
| ☆ Portland | 275.5 | 119.0 | 47.42 |

Pennsylvania

| | | | |
|--------------|-------|-------|-------|
| ☆ York | 255.2 | 110.2 | 7.18 |
| ☆ Chester | 250.0 | 108.0 | 6.13 |
| ☆ Erie | 240.4 | 103.8 | 10.90 |
| ☆ Altoona | 239.2 | 103.3 | 7.15 |
| Allentown | 221.3 | 95.6 | 10.28 |
| Wilkes-Barre | 214.1 | 92.5 | 8.32 |
| Pittsburgh | 208.3 | 90.0 | 65.72 |

RETAIL SALES AND SERVICES
(SM Forecast for January, 1947)

City City
Index Index \$
Millions

Pennsylvania (Cont'd)

| | | | |
|--------------|-------|------|--------|
| Lancaster | 207.8 | 89.8 | 6.92 |
| Philadelphia | 204.7 | 88.4 | 147.35 |
| Johnstown | 203.0 | 87.7 | 6.85 |
| Harrisburg | 200.2 | 86.5 | 9.45 |
| Williamsport | 194.1 | 83.8 | 4.23 |
| Scranton | 176.2 | 76.1 | 9.30 |
| Reading | 175.7 | 75.9 | 9.00 |

Rhode Island

| | | | |
|--------------|-------|-------|-------|
| ☆ Woonsocket | 232.5 | 100.4 | 3.71 |
| Providence | 206.2 | 89.1 | 25.30 |

South Carolina

| | | | |
|---------------|-------|-------|------|
| ☆ Spartanburg | 332.2 | 143.5 | 5.80 |
| ☆ Greenville | 283.4 | 122.4 | 6.88 |
| ☆ Charleston | 266.1 | 114.9 | 7.21 |
| ☆ Columbia | 252.9 | 109.2 | 7.84 |

South Dakota

| | | | |
|---------------|-------|-------|------|
| ☆ Aberdeen | 315.6 | 136.3 | 2.63 |
| ☆ Sioux Falls | 280.0 | 121.0 | 6.11 |

Tennessee

| | | | |
|---------------|-------|-------|-------|
| ☆ Knoxville | 312.8 | 135.1 | 15.50 |
| ☆ Nashville | 267.2 | 115.4 | 20.12 |
| ☆ Memphis | 266.0 | 114.9 | 33.75 |
| ☆ Chattanooga | 236.5 | 102.2 | 12.40 |

Texas

| | | | |
|------------------|-------|-------|-------|
| ☆ El Paso | 292.0 | 126.1 | 10.75 |
| ☆ Fort Worth | 290.1 | 125.3 | 25.25 |
| ☆ San Antonio | 289.2 | 124.9 | 28.00 |
| ☆ Waco | 286.1 | 123.6 | 6.63 |
| ☆ Houston | 284.3 | 122.8 | 51.80 |
| ☆ Dallas | 283.7 | 122.5 | 47.20 |
| ☆ Amarillo | 276.2 | 119.3 | 6.85 |
| ☆ Corpus Christi | 262.3 | 113.3 | 8.53 |
| ☆ Wichita Falls | 257.8 | 111.4 | 5.69 |
| ☆ Austin | 250.0 | 108.0 | 9.30 |
| ☆ Beaumont | 249.2 | 107.6 | 7.06 |
| ☆ Galveston | 201.3 | 87.0 | 4.65 |

Utah

| | | | |
|----------------|-------|-------|-------|
| ☆ Ogden | 320.2 | 138.3 | 5.83 |
| Salt Lake City | 226.5 | 97.8 | 16.07 |

Vermont

| | | | |
|------------|-------|------|------|
| Burlington | 207.1 | 89.5 | 3.95 |
|------------|-------|------|------|

Virginia

| | | | |
|----------------|-------|-------|-------|
| ☆ Portsmouth | 272.2 | 117.6 | 4.20 |
| ☆ Norfolk | 270.3 | 116.8 | 16.12 |
| ☆ Richmond | 242.5 | 104.8 | 24.63 |
| ☆ Roanoke | 236.0 | 101.9 | 7.95 |
| ☆ Newport News | 235.1 | 101.6 | 4.17 |
| Lynchburg | 202.2 | 87.3 | 4.04 |

Washington

| | | | |
|-----------|-------|-------|-------|
| ☆ Tacoma | 295.7 | 127.7 | 15.32 |
| ☆ Seattle | 261.5 | 113.0 | 51.50 |
| ☆ Spokane | 250.0 | 108.0 | 15.40 |

West Virginia

| | | | |
|--------------|-------|-------|------|
| ☆ Huntington | 253.0 | 109.3 | 7.41 |
| ☆ Charleston | 226.5 | 97.8 | 9.30 |
| Wheeling | 165.5 | 71.5 | 4.95 |

Wisconsin

| | | | |
|-------------|-------|-------|-------|
| ☆ Green Bay | 261.3 | 112.9 | 6.47 |
| ☆ Milwaukee | 260.6 | 112.6 | 70.35 |
| ☆ Madison | 254.8 | 110.1 | 10.62 |
| ☆ Sheboygan | 250.8 | 108.3 | 4.28 |
| ☆ La Crosse | 240.0 | 103.7 | 4.51 |
| ☆ Superior | 238.5 | 103.0 | 3.30 |
| ☆ Manitowoc | 232.1 | 100.3 | 2.61 |

Wyoming

| | | | |
|------------|-------|-------|------|
| ☆ Cheyenne | 264.0 | 114.0 | 3.42 |
|------------|-------|-------|------|

WESTERN NORTH CAROLINA
"A State Within A State"

Industrial Wages

Contribute Approximately
\$100,000,000

(Estimate Carefully Derived)

... annually to the steady prosperity
and new-money flow in ...

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SALES MANAGEMENT



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CINCINNATI TIMES-STAR
First ★
 IN CINCINNATI

MEMBER OF THE AMERICAN NEWSPAPER ADVERTISING NETWORK

JANUARY 1, 1947

HULBERT TAFT, President
and Editor-in-Chief

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 John E. Lutz, Chicago 11
 435 North Michigan Ave.

COMMENT

THEY'RE DUMPING HIGH-PRICED INVENTORIES:

As this editorial is being written—shortly before Christmas—a lot of unjustified optimism is being plowed under in the New York market . . . optimism on the part of retailers who over-estimated the duration of the throwing-money-around spree. Prices are being cut right and left on dozens of high-priced lines: on furs, silk blouses and underwear, men's robes, pictures, jewelry—even men's white shirts.

And so our manufacturers and their dealers meet up with Economic Fact: That every time the price is jacked up, you price another stratum of prospects out of the market. The "wild" money, and the urge to exuberant spending that was so contagious for a while, are just about gone. Many of the giddy dollars that went during the peak of wartime earnings came out of the pockets of people who were buying beyond their means, that is, far above their normal standard of living. They were, in many instances, people who had never bought much luxury goods, and therefore had no standard of values by which to judge whether their purchases were values. They were people who, in many cases, had no money-saving habits, and hence lived up to the hilt of their wartime incomes. They were the Joneses from Avenue A out to show the Stuyvesants from Park Avenue that they, too, could have minks, diamonds, antiques and Chanel No. 5. Today higher costs for necessities like food and clothing are taking bigger portions of their earnings and they no longer feel flush. They've been priced out of the market, and the market is settling to the point where the prospects for extravagantly priced merchandise are limited to the high-income bracket folks who, under more normal conditions, are about the only prospects for such wares.

Even in the midst of swollen Christmas retail volume, it doesn't take a yogi to see that buying psychology is changing. Fewer and fewer items of merchandise are numbered among the things people grab at any price because they feel it may be a long time before they will have another buying opportunity. Dribbles of talk out of Washington about reduction of excise taxes are causing many buyers to defer purchases. The break in the raw cotton market has tipped off some smart folks that, by Spring, we may have cheaper sheets, cheaper shirts, cheaper dresses. And, with automobiles and appliances coming into the market, available cash is going into these, and \$1,400 spent for a new Ford is just \$1,400 that isn't going to be spent on something else. The smart that will be left in the automobile buyer's mind when he discovers the price of the car he wants so badly and needs so sorely, is likely to leave him feeling poor.

These are things for manufacturers to ponder. We're going to have to offer better values . . . and we're going to have to do a whale of a lot more selling. The development of buyer resistance which is now taking place is not, however, to be regarded as anything but a signal that certain wares are due for a readjustment which will bring the values they represent into alignment with the more rational buying habits of a peace-time era. Soft goods and novelties are almost sure to find buying dollars scarcer, while consumers spend back-log dollars on items like autos, washers, refrigerators, homes and home furnishings.

FACING UP TO FACTS: The Domestic Trade Department of the Los Angeles Chamber of Commerce often demonstrates, through its publications and services, that it has an eminently practical appreciation of the problems involved in building markets for Los Angeles-made products. In December the department published an informal report on "Eastern Ideas about Los Angeles County Merchandise," which, in its own words, is "not a market survey . . . it is an attempt to summarize the view of certain important eastern and midwestern buyers with regard to Los Angeles as a source of consumer goods." It is based on a personal investigation made by the Domestic Trade Department manager in eight cities.

The report pulls no punches. It talks as much about liabilities as assets and indicates what manufacturers will have to do if they are to meet eastern and midwestern competition now that "the golden era of shortages" is about over. Some of the comments deal specifically with the subject of advertising. Quote: "Los Angeles County is at a disadvantage as consumers become choosy about well advertised 'standard' brands. Up to now, comparatively few Los Angeles manufacturers have advertised their lines heavily and consistently to the national market. The result is that, in the consumer mind, most of our lines are 'off-brands.' And the opinion of store people is that off-brands are in for tough sledding, except as the goods may be sold under the label of the retailer."

Such statements as these, coming from buyers who can feel the pulse of retail markets and measure consumer response to merchandise offerings every single day through cash register totals and through the number and character of buyers' objections, demonstrate that the hazardous future predicted for unknown brands is something more than an ectoplasm from an advertising man's dream world.

Another interesting comment from the Los Angeles report: "Most national chains have reasons for wanting to expand their purchases in Los Angeles County. They find it difficult because most of our factories that have produced for the national market have been serving the high-style, high-price group and have by-passed the great markets in medium-price range. We have tended more toward gadgetry, less toward staples. To offer a specific example, many ceramic buyers are wishing we would turn out fewer figurines and more dinnerware. Perhaps as a community we have some gear-shifting to do, some recognizing that Los Angeles County is coming of age as a manufacturing center."

Other suggestions deal with attaining better control over distributing agents, keeping abreast of the style parade, proper packing to eliminate damaged goods, and lifting the quality of point-of-sale advertising.

This market research technique applied to the problems of a business community seems not only newsworthy to the editors of *SALES MANAGEMENT*, but practical enough in its concept to be studied and imitated by many other ambitious manufacturing centers. The West Coasters have always been adept in cooperative enterprise, and the Los Angeles approach to the County's market-building problem is just one more creditable example.